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# TRAINING AND RESEARCH: UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH

## Note by the Secretary-General

1. In resolution 45/219 of 21 December 1990, the General Assembly requested the Secretary-General to appoint an appropriately qualified high-level independent consultant who would submit a report directly to the Secretary-General containing recommendations on:

(a) The continued relevance of the mandate of the Institute, a review and assessment of all aspects of its current activities and an assessment of whether those activities could be more effectively carried out by the Institute or by other bodies in the United Nations system;

(b) The overall staffing requirements for the Institute in order to meet satisfactorily the needs of the United Nations and its Member States;

(c) The financial means for meeting those needs; and

(d) The feasibility of utilizing the facilities of the Institute for the training of personnel for peace-keeping operations.

2. The Assembly also requested the Secretary-General to submit the report of the independent consultant to the Advisory Committee on Administrative and Budgetary Questions and to the Board of Trustees of the Institute for comment and to the General Assembly at its forty-sixth session.

3. In compliance with its request, the Secretary-General has the honour to transmit to the General Assembly the report of the independent consultant, Mr. Francis Blanchard.

ANNEX

# UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH: PROPOSED CHANGES

by

Francis Blanchard

SUMMARY

1. This report was prepared in response to the request of the General Assembly in paragraph 3 of its resolution 45/219, and is based on an analysis of UNITAR's current activities and on extensive consultations undertaken by the consultant designated by the Secretary-General. It presents a number of recommendations aimed at restructuring the Institute in the light of the new tasks which the United Nations system is being called upon to assume. In this context, the report emphasizes that if the benefits of restructuring are to be lasting and sustained, major changes will have to be made to the Institute's mandate, structure and the way it is financed. Such changes should be viewed in the broader context of the questions arising from the multiplication, within the United Nations, of autonomous research and training entities similar to UNITAR (paras. 6-9 and 28-41).

2. While the Institute's mandate remains relevant on the whole, it should nevertheless be redefined, the better to meet the needs of the international community. Training - accordingly amended - should continue to be the focus of the Institute's activities. Research should also be redefined primarily in terms of these new training functions (paras. 26-41).

3. Thus the training activities of a structured Institute should focus on training for international cooperation (paras. 44-49), training of United Nations and specialized agency staff (paras. 50-62) and training for peace-keeping operations (paras. 63-70). The Institute's activities relating to energy should be transferred to the United Nations (paras. 71-74).

4. The Institute would then be brought under the United Nations University (paras. 45 and 46) and most of its major training activities would be moved to Geneva, it being understood that UNITAR would retain an office in New York. The office would be staffed, in particular, by a number of senior fellows and would be responsible for research and for the training courses organized for members of permanent missions to the United Nations in New York (paras. 44-47). The Institute would be headed by an official with the rank of D-2 (para. 44) and it would cease to be a member of the Administrative Committee on Coordination (para. 49).

5. It would be imperative to provide the restructured Institute with adequate resources for the performance of its functions. The report stresses, in this connection, that it would be advisable to secure the funding of the General Fund through the inclusion of an annual budget line of about $2 million in the regular budget of the United Nations. Moreover, the sale of the UNITAR headquarters building should not go ahead until the real estate market improves. Other options should be explored in the meantime. Initially, some of the available office space could be rented by the United Nations Secretariat.

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# I. FOREWORD

1. At its forty-fifth session the General Assembly considered the situation of the United Nations Institute for Training and Research in the light of the Secretary-General's report (A/45/634), the report of the Executive Director and the debate in the Second Committee. At the conclusion of its deliberations the General Assembly adopted resolution 45/219 of 21 December 1990, the text of which follows:

"The General Assembly,

"Recalling its resolutions 41/172 of 5 December 1986, 42/197 of 11 December 1987, 43/201 of 20 December 1988 and 44/175 of 19 December 1989,

"Having considered the report of the Secretary-General 1/ and the report of the Executive Director of the United Nations Institute for Training and Research, 2/ and taking into account the statements made before the Second Committee on 30 November 1990 by the representative of the Secretary-General and the Executive Director of the Institute, 3/

"Recognizing the continuing importance and relevance of the functions of the Institute, particularly in the field of training,

"Recognizing also the need for Governments to contribute or increase their voluntary contributions, as appropriate, to the Institute,

"Noting with concern the continuing lack of a sufficiently broad base of donor countries supporting the Institute,

"Paying tribute to the Institute for its activities since its creation in 1965,

"Deeply concerned that the sale of the headquarters property of the Institute, which would have enabled a reserve fund for the Institute to be established, has not yet been completed,

"Noting with concern that the 1990 United Nations Pledging Conference for Development Activities did not provide the General Fund of the United Nations Institute for Training and Research with the level of

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1/ A/45/634.

2/ A/45/14.

3/ See A/C.2/45/SR.50.

resources required for it to maintain a minimum training programme and institutional structure,

"1. Takes note of the report of the Secretary-General prepared pursuant to General Assembly resolution 44/175 1/ and the report of the Executive Director of the United Nations Institute for Training and Research; 2/

"2. Strongly reiterates its urgent desire that the Institute sell its headquarters property at the earliest reasonable opportunity, preferably within the next twelve months;

"3. Requests the Secretary-General to appoint an appropriately qualified high-level independent consultant, to be paid from extrabudgetary resources, who would submit a report directly to the Secretary-General containing recommendations on:

"(a) The continued relevance of the mandate of the Institute, taking into account the relevant resolutions of the General Assembly and other research and training activities of the United Nations system, a review and assessment of all aspects of the current activities of the Institute and their benefits to the United Nations and its Member States, inter alia, in the fields of the maintenance of peace and security and the promotion of economic and social development, and an assessment of whether those activities can be more effectively carried out by the Institute or by other bodies in the United Nations system;

"(b) The overall staffing requirements for the Institute, including the number and level of such staff, in order to meet satisfactorily the needs of the United Nations and its Member States;

"(c) The financial means for meeting those needs, based on the findings;

"(d) The feasibility of utilizing the facilities of the Institute for the training of personnel for peace-keeping operations;

"4. Also requests the Secretary-General to submit the report of the independent consultant to the Advisory Committee on Administrative and Budgetary Questions and to the Board of Trustees of the Institute for comment and to the General Assembly at its forty-sixth session;

"5. Requests that the budgetary proposals of the Institute continue to be submitted to the Advisory Committee on Administrative and Budgetary Questions for review and comment prior to approval by the Board of Trustees of the Institute;

"6. Reaffirms that the activities of the Institute that are not funded from the General Fund of the United Nations Institute for Training and Research shall continue to be funded through voluntary contributions

mobilized as special-purpose grants from Governments, intergovernmental organizations, foundations and other non-governmental sources;

"7. Agrees with the recommendation of the Secretary-General that the Institute should, immediately after the sale of its property, repay the amounts currently owed to the United Nations and use the balance to establish a reserve fund for the Institute;

"8. Recommends that the Institute, with the Advisory Committee on Administrative and Budgetary Questions, should consider financial mechanisms in order to finance its General Fund budget for 1991;

"9. Decides to take a decision on the future of the Institute at its forty-sixth session, in accordance with the provisions of General Assembly resolution 42/197;

"10. Encourages the Secretary-General to continue to explore new modalities for greater interfacing among United Nations research bodies, and requests the Director-General for Development and International Economic Cooperation to continue to organize meetings of United Nations research institutes with a view to enhancing practical cooperation among them, particularly in regard to the formulation and implementation of their programmes and plans;

"11. Requests the Secretary-General to report to the General Assembly at its forty-sixth session on the implementation of the present resolution."

2. The Secretary-General did me the honour of asking me to prepare a report containing recommendations concerning the four subjects mentioned in paragraph 3 of the foregoing resolution.

3. Within the limits of the time available I held numerous consultations with the many delegations of Member States and with many officials of the United Nations and its specialized agencies. I am grateful to them for their friendly collaboration. I also examined all documents relevant to the concerns of the General Assembly.

4. In addition, I am grateful to the Executive Director and his colleagues for all the information and assistance they so readily supplied.

5. I will not try to pretend that that task was not a difficult one - no doubt it reflected the difficulties with which UNITAR is beset. At least, I became convinced that some of UNITAR's training activities and functions should not only be maintained but should be expanded within a new framework more suited to the responsibilities of the United Nations and the needs of Member States. That is the thrust of the proposals put forward in this report.

6. Strictly speaking, the purpose of this report is to respond to the requests made by the General Assembly in resolution A/45/219. Having said

that, the first question to be dealt with is this: it is impossible to pass any judgement on UNITAR without taking into account the problems that arise because of the numerous international institutions, not to mention all the regional ones, whose terms of reference also cover research and, in some cases, training. These institutions include the United Nations Research Institute for Social Development (UNRISD) - which, in fact, was established before UNITAR - the United Nations Institute for Disarmament Research (UNIDIR), an offshoot of UNITAR, and the United Nations International Research and Training Institute for the Advancement of Women (INSTRAW), based in Santo Domingo.

7. The creation of these institutes over the last 20 years - and, in order to have a complete picture, we must include all the other international, regional and national training and research organizations - has led to an increasingly crowded network of bodies whose terms of reference necessarily overlap. Some of them are experiencing serious financial problems, since they, like UNITAR, depend on voluntary contributions to carry on their activities.

8. The General Assembly has repeatedly expressed concern about the risk of duplication and overlapping of functions, and the lack of coherence in the system as a whole. This concern led the Assembly to request in resolution 45/219 that the Secretary-General should continue to explore new modalities for greater interfacing among United Nations research bodies and that the Director-General for Development and International Economic Cooperation should continue to organize meetings of United Nations research institutes with a view to enhancing practical cooperation among them, particularly in regard to the formulation and implementation of their programmes and plans. A meeting of this kind chaired by the Director-General has just ended in Geneva. In view of the imminence of the United Nations Conference on Environment and Development, which is to be held in Brazil in 1992, the meeting wisely chose the environment as the topic for its discussions. However, while such meetings facilitate useful contacts and exchanges of opinions and are undoubtedly helpful, we should be doing more. The terms of reference, programmes and budgets of all research institutes with similar aims should be carefully re-examined. In other words, it would be a good idea to subject those institutes to the same kind of review and assessment as is being done for UNITAR. A study, initially covering UNRISD, UNIDIR and INSTRAW, is urgently needed. Without prejudging its outcome, one may safely assume that there would be much to be gained from a merger of these institutes. In other words, we should do the opposite of what we have been doing, which was to establish training and research facilities in areas which could well have been dealt with by a single institution. Simply stated, at a time when the General Assembly is considering the future of UNITAR, there are two possible courses. The first would be to merge several institutes, particularly those mentioned above, into a new body whose mandate would correspond to the needs of the United Nations and the United Nations system as we enter the twenty-first century. If we cannot take this course, or if it seems that it would take too long, then we must help UNITAR to surmount its present crisis, and restructure it in such a way as to retain only those functions - they do exist - that fulfil the needs of the Member States, notably of the developing countries,

with respect to, first, the maintenance of peace and, second, economic and social development. For the international civil service such needs imply new requirements and increased tasks. The proposals contained in this report attempt to respond to these needs.

9. Obviously, UNITAR needs considerable trimming. While some of its constituent elements remain sound, others are beginning to crack.

## II. FINDINGS

10. Few organizations in the United Nations system have experienced the sort of variations in fortune that UNITAR has experienced since its foundation in 1965. And yet, at the time, circumstances seemed favourable. Originally it was intended as a think tank with all the independence and freedom necessary for an instrument which was to advise the Secretary-General in certain specialized areas; however, as preparations progressed, the character of the institute began to change. As outlined in General Assembly resolution 1934 (XVIII) of 11 December 1963, the new Institute's mandate was to strengthen the effectiveness of the United Nations in the achievement of its main goals by means of research and training activities carried out in an environment of great administrative independence. A building, which still houses the Institute, was purchased with a grant from the Rockefeller Foundation. A Board of Trustees was set up and met for the first time in 1965. Under the leadership of its Executive Director, also appointed in 1965, programmes were started with funding provided by a growing number of voluntary contributions.

11. It is not within the scope of this study to present a detailed analysis of the Institute's activities or of their evolution. To obtain such an analysis, one should refer to the annual reports of the various Executive Directors, which contain much food for thought. Clearly, however, the initial high hopes were soon followed by doubt, then hesitation as to how to proceed, and finally, came the present crisis. There are two levels to the crisis - one financial, the other relating to the Institute's very purpose, to its mandate.

12. With regard to the first aspect, the financial position of the United Nations has certainly never been very sound, but for the last few years the Organization has been having serious difficulties which have led to programme and budgetary cuts. UNITAR has been even less able to find shelter from the prevailing winds of austerity because those who supported it in the beginning became less eager to step forward with the means necessary to carry out its programme. It is unfortunate that the decision to set up an institute with two major functions, namely training and research, was not accompanied by a clear commitment to include in the regular budget of the United Nations a budget line sufficient to enable it to perform the tasks allotted to it. The Institute is just one of several institutions which were created in an atmosphere of hope but condemned to the uncertain ties that the equivocal system of voluntary contributions entails. I would like to remark, in

passing, that it is preferable to abandon certain projects rather than to implement them without the necessary resources or conditions which would enable them to have a steady source of adequate funding.

13. Once the idea of an endowment fund was turned down, the need to resort to voluntary contributions became a continual and increasing source of worry. The problem arose during the 1970s when the system of pledging contributions for a period of several years, which had been applied since the Institute's inception, was changed to an annual one. Each year the General Assembly expressed the hope that the Institute would receive greater financial support, but its appeals went largely unheeded. By 1979 the Institute's reserves were exhausted and in both 1980 and 1981 the Assembly was forced to decide to provide a grant on an exceptional basis (resolution 35/53 B of 5 December 1980), while in 1983 an advance of $US 886,000 was necessary to cover the deficit in the Institute's budget (resolution 38/177 of 19 December 1983). Furthermore, the political consensus from which UNITAR had so far appeared to benefit began to erode. This resolution, like the one which had preceded it and in which the General Assembly had requested the Secretary-General to report to it on long-term measures to place the Institute's financing on a more assured basis, had to be put to the vote (resolution 37/142 of 17 December 1982). The same thing happened in 1984 when the Assembly approved a further grant to the Institute but also called on the Secretary-General to submit "a comprehensive study" on ways to enable the Institute to fulfil its functions (resolution 39/177 of 17 December 1984).

14. Since the Institute's financial situation was causing the Secretary-General and the Board of Trustees so much worry, in 1984 the Board undertook a thorough study of the problems of long-term funding and approved, in principle, the three measures recommended by the Executive Director, namely (a) the establishment of a $15 million reserve fund by means of outright grants or interest-free loans; (b) the establishment of a replenishment system similar to that of the World Bank's International Development Association; or (c) the establishment of an endowment fund of at least $50 million to be constituted in two ways: the payment by Member States of an amount corresponding to 10 years of contributions, and the granting of interest-free loans. This decision was never followed up, but to give UNITAR a new image the Board approved a substantial research, training and publication programme.

15. At its session in the autumn of 1985, at the end of a long debate dealing, inter alia, with the report of a consultant engaged by the Secretary-General, the Board of Trustees rejected two of the options put forward, namely, closing the Institute or replacing it by a unit (Perspective Studies and Analysis Unit) within the Secretary-General's cabinet, and expressed the hope that a restructuring of the Institute would restore confidence and encourage Member States to make voluntary contributions so as to increase the resources of the General Fund. It also expressed the hope that the General Assembly would authorize the Secretary-General to supplement voluntary contributions with allocations of funds for studies undertaken by the Institute at his request. This would create a "virtuous cycle" which, by improving the Institute's image, would lead to greater generosity on the part

of the donors. The Board concluded that if the Institute's financial problems were not resolved within three years it would be necessary to take a final decision regarding its future.

16. Since the solutions proposed by the consultant in the above-mentioned study were not approved, the Assembly opted in resolution 41/172 - one of the most important of those adopted each year by the General Assembly on the recommendation of the Second Committee - for the restructuring proposed by the Executive Director in 1986, consisting primarily of a thinning out of the administrative structure, a reduction in the number of staff and emphasis on training rather than research, which had been seriously affected by the decline in the Institute's finances.

17. No change was ever made to the way the Institute was funded, but the idea of setting up a reserve fund with the proceeds of the sale of the UNITAR building began to gain ground. Thus, in resolution 42/197, the Assembly authorized the United Nations to acquire the site on which the UNITAR building stands, on the understanding that the sale of the entire property would enable the Institute not only to wipe out its debt to the United Nations but also to establish the reserve fund at the same time.

18. A three-year transition period, considered necessary by the Secretary-General and the Board of Trustees in order to lay the foundation for a more assured financing of the Institute's activities and to re-establish confidence which had been seriously shaken by UNITAR's continuing difficulties, began in 1987.

19. The restructuring of the Institute which took place during the next few years did not proceed quite as planned. Despite the efforts made by the Secretariat, the building was not sold, and voluntary contributions continued to dwindle. As shown in appendices I and II, major contributors, who provided more than half of the Institute's resources, ceased their support between 1985 and 1988. UNITAR's debt load has thus increased very considerably, inasmuch as the only way to balance its annual budget has been to secure further advances from the United Nations which are supposed to be repaid from the sale of the Institute's building within the framework of a reserve fund established for the purpose. Appendices III, IV, V and VI and the summary table (appendix VII) provide information regarding the financial position of the General Fund as at 30 June 1991 and appendix VIII does the same for the Special Purpose Grants Fund.

20. Paradoxically, whereas the General Fund is dwindling steadily for lack of contributions, the Special Purpose Grants Fund, despite understandable annual fluctuations, is considerably better off. Indeed, UNITAR continues to obtain considerable resources - over $3 million in 1990 - in the form of donations for specific purposes which enable it to carry on an appreciable number of activities of interest to certain Member States. It should be noted that to some extent these activities place a burden on the General Fund inasmuch as they are run by staff whose posts are charged to the Fund. It must also be observed that, given the precarious state of its finances, UNITAR has tended

to go ahead with its programmes, risking cash deficits which occur when promised contributions are paid late or not at all and this has given rise to comment by the external auditors on more than one occasion, and again recently, in the financial reports submitted to the General Assembly at the forty-sixth session (A/46/298, annex). The Advisory Committee for Administrative and Budgetary Questions, in its efforts to bring the structure and layout of the Institute's proposed projects into line with United Nations practice, has urgently requested fuller information on the use made of special purpose grants. In the course of my talks and consultations with numerous parties, and in particular with certain delegations, criticism and at the very least doubts have been expressed regarding the financial management of the Institute. The Executive Director has endeavoured to act upon the Advisory Committee's suggestions.

21. After 25 years of existence, it must be conceded that, far from having ensured its funding and set itself a clear course to follow, UNITAR is in a state of crisis characterized by dwindling funds, lack of confidence on the part of traditional donor countries and some others, and failure to keep to its original objectives and to respond to the many attempts that have been made to set it back on course. This finding is all the more worrying in that the Executive Director has tried, both when he took up his duties and over the last few years, to respond to the best of his ability to the frequently expressed wishes of the Board of Trustees and the General Assembly. If we read the Executive Director's reports and those submitted by the Secretary-General to the General Assembly every year since 1983 we can see the increasing difficulties encountered by the Institute. We need only to look also at document UNITAR/BT/1991/INF.4 of 10 May 1991, which contains the conclusions, resolutions, decisions and reports of the Board of Trustees from 1983 to 1990. Because of its length this document is not attached to this report.

22. Having completed the round of consultations in New York, Geneva and elsewhere which I undertook within the framework of the mission entrusted to me by the Secretary-General, I regretfully have to conclude that UNITAR's situation is a source of major concern to a number of delegations and that many senior officials and persons familiar with its work are having misgivings about it. The circumstances now prevailing are undoubtedly very different from those which led to the founding of the Institute 25 years ago. The world has changed considerably, and the activities of the United Nations have diversified. Many new institutions have been founded, each one in answer to a need of the General Assembly or other bodies in the United Nations system. What originally seemed UNITAR's own specialized field of research and training has been profoundly affected by these developments.

23. UNITAR is perhaps the organization which has suffered the most from the ambiguous nature of its mode of funding. Indeed, the Institute's failures and shortcomings - which have not been lacking - have been used as reasons for reducing or even simply suspending or doing away with voluntary contributions. Thus, as has been mentioned on numerous occasions in reports to the General Assembly - and the consultations I have held confirm this -

UNITAR has been swept into a downward spiral: fewer resources leading to fewer activities. Moreover, the choice of certain activities has been dictated by the staff's wish to find sources of funding. It has repeatedly been suggested that some of UNITAR's activities are the result of agreements between a prospective donor and the Institute's secretariat regarding subjects that do not appear to relate clearly to its mandate and that this has affected the coherence of its programmes.

24. The foregoing remarks in no way constitute an appraisal of UNITAR's activities, still less of the 25 years that have elapsed since its foundation. This appraisal was given by the Executive Director on the occasion of UNITAR's twenty-fifth anniversary, in a publication which was widely publicized and which reviews the phases through which the Institute has evolved under its four successive Executive Directors. The appraisal makes no attempt to hide any of the difficulties, including the present ones. It also, quite rightly, mentions UNITAR's undeniable successes. In particular it draws attention to the extensive research and the considerable number of publications, some of which have won critical acclaim not only in expert circles but also from the general public. A list of publications for the period 1986-1990 will be found in appendix IX.

25. I have also not gone into the details regarding the causes of the present difficulties; they are fairly obvious. I considered that, in order to respond to the terms of resolution 45/219, I should seek, above all, to provide some facts and to make proposals regarding problems whose solution will influence the future, namely:

(a) UNITAR's mandate;

(b) Its budget and staffing requirements;

(c) The training of personnel for peace-keeping operations.

## III. RELEVANCE OF THE MANDATE OF THE UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH

26. This report does not claim to provide an in-depth evaluation of all aspects of the Institute's activities. Such an evaluation would call for different methods, for example auditing, and would require more time than resolution 45/219 authorizes, since the General Assembly intends to pass judgement on the future of the Institute at its forty-sixth session. Having said that, perusal of the reports submitted by the Executive Director in recent years, together with those of the Board of Trustees and the Secretary-General, makes it possible to estimate the extent and nature of the Institute's training activities. In his report to the General Assembly at its forty-fifth session 4/ - on the occasion of UNITAR's twenty-fifth

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4/ Official Records of the General Assembly, Forty-fifth Session, Supplement No. 14 (A/45/14).

anniversary - the Executive Director stated that 12,587 persons had benefitted from UNITAR training courses since the Institute's inception. This is by no means a negligible figure, but it calls for some interpretation. It applies to programmes of widely different character. Some are more concerned with briefing or orientation than with training as such, whereas others relate to what should increasingly be the focus of UNITAR's activities, namely training in the disciplines of cooperation, international negotiation and economic and social development.

27. Appendix X contains a list of the Institute's training activities between 1 July 1988 and 30 June 1990 under the two following headings:

(a) Training for international cooperation and multilateral diplomacy. This heading covers courses of varying duration ranging from one to several days for members of permanent missions in New York and Geneva. There are also longer courses on specialized subjects, as in the following two cases:

(i) A seminar on problems of international trade, structural adjustment, the environment and poverty, the fourteenth session of which was held in Washington last June under the joint auspices of UNITAR and the World Bank's Development Institute;

(ii) The joint UN/UNITAR/Academy of International Law programme held at The Hague for lawyers from developing countries.

(b) Training for economic and social development. This heading covers a whole series of specialized programmes mainly organized by UNITAR's European office for the benefit of developing countries. They correspond to one of the Institute's official objectives, namely, the promotion of economic and social development. These courses have expanded rapidly over the last five years. They are held in Geneva and have the following features:

(i) UNITAR teams up with a specialized body such as the United Nations Development Programme (UNDP), the United Nations Environment Programme (UNEP) or the United Nations Conference on Trade and Development (UNCTAD);

(ii) Specific training methods are developed depending upon the subject matter;

(iii) The cost is entirely covered by extrabudgetary funding.

28. These programmes are preceded by feasibility studies to identify training needs as precisely as possible in collaboration with the national authorities of the countries concerned. The groups to be trained are identified and the contents of each course defined. The Geneva office then engages high-level experts from donor and recipient countries and from international and non-governmental organizations. Three training programmes are at different stages of progress:

(a) The first, which deals with environmental and natural resource management, is now entering its sixth year. It contains three separate but complementary parts. One involves training in geographical information systems lasting from four to six months, and is organized in Geneva and Lausanne and, on a geographically decentralized basis, in Nairobi for Africa, Kathmandu for Asia, Split for the Eastern Mediterranean, and starting next year, in Latin America and the Pacific Zone. Another involves training scientists from developing countries in how to apply the London directives regarding chemical substances. The third involves training in multilateral negotiation concerning the environment in the light of the forthcoming United Nations Conference on Environment and Development. All of these activities are carried out in collaboration with UNEP and its specialized divisions, UNCTAD, UNDP, the World Meteorological Organization (WMO), the Food and Agriculture Organization of the United Nations (FAO) and various non-governmental organizations.

(b) The second concerns the training in external debt management for officials in sub-Saharan Africa. This programme is planned in collaboration with UNCTAD, UNDP and the Bretton Woods institutions. It is subsidized by the Swiss Government. At present the participating countries are Kenya, United Republic of Tanzania and Uganda.

(c) The third, undertaken in collaboration with the Office of the United Nations Disaster Relief Coordinator (UNDRO) and UNDP, is for the training in disaster relief management for officials and personnel in the Sahelian countries.

29. Such are the broad outlines of three relatively new areas of training which the Geneva office is trying to develop. Started five years ago with rather meagre resources, they now receive over $1.5 million in funding and employ seven Professional and four General Service staff.

30. It is probably too early to pass any judgement on the outlook for the Geneva office. Nevertheless, we should point out that it is well located; not only are many different multilateral governmental and non-governmental organizations based in Geneva but experts and personnel are readily available and cooperation with other centres in Europe and with the large regions of the world eager to receive training and aid is easily arranged.

31. An overview of UNITAR's current activities in New York and Geneva calls for some further comment. To a very large extent, the educational activities described above are funded by voluntary contributions. The proportion funded by the General Fund has decreased every year, as a significant number of donor countries have reduced or discontinued their contributions to it, while often remaining keen to send representatives to one-day briefing sessions or courses of varying duration. One is thus driven to conclude that either they are glad to take advantage of cost-free facilities of this kind or that they have no confidence in the way UNITAR's other activities are run, or simply in its financial management, and thus feel unable to provide voluntary contributions in support of programmes financed out of the General Fund to which all Member States have access. In this respect one cannot help wondering if it would not

be reasonable to ask Member States either to pay for services rendered or to contribute to the General Fund or, in the case of those who have ceased to contribute, to start doing so again. An exception could be made in the case of the least developed countries.

32. This proposal seems to me all the more worthy of consideration since the matter has become urgent. While contributions to the General Fund were already low in 1988, amounting to no more than $851,000, by 1990 they had fallen to $374,000. It is true that, by contrast, special projects have received a volume of contributions which, if not abundant, have at least held steady, in particular, enabling the Geneva office to expand its activities. However, that is no reason to be optimistic regarding UNITAR's future operations. UNITAR's situation is very precarious and, given the present circumstances its chances of recovery are poor. So far, the appeals of the Secretary-General and the General Assembly to the Member States have had no effect. There is an urgent need, it would seem to me, to take measures to restore UNITAR's finances rapidly to health and, at the same time, to continue within a new framework those of its activities which remain relevant within the meaning of General Assembly resolution 45/219.

33. Training is, without a doubt, one activity that should be maintained and expanded. However, what is the situation with regard to the Institute's second function, namely, research?

34. It would appear that research was originally intended to be the major focus of the Institute's activities. Its founders envisaged research using then-fashionable techniques and methods of analysis into the working of large systems. The idea was to look into ways of enhancing the efficiency of the United Nations and provide the Secretary-General with a source of information, analysis and reports on key areas of United Nations activity. This idea never really took root. Since 1987, this function has been partly performed by the Office for Research and the Collection of Information attached to the Office of the Secretary-General.

35. So, the Institute's research activity became progressively oriented more towards the economic and social field in response to pressure from the General Assembly and the Economic and Social Council. This was also the period of what are sometimes called megaconferences, in the preparation of which UNITAR was eager to play a part. They covered a broad range of subjects relating notably to technology transfer, regional international organizations, the environment, the law of the sea, and the new international economic order. By contrast, other worthwhile activities were discontinued. The Project on the Future, for example, was ended in 1983. Having said that, the economic and social field still remains important, as can be seen from appendix XI which gives a list of UNITAR research activities from 1986 to 1990. It also covers, though only marginally, research concerning the United Nations, such as the economic and social history of the Organization and research into its future and on the international civil service.

36. Broadly speaking, however, under the weight of financial constraints, research no longer has pride of place in the Institute's programme of

activities. Some people still deplore this shift in emphasis inasmuch as certain projects - for example, the one on the peaceful settlement of disputes between States which brought together government representatives, experienced mediators and members of the international scientific community - were really innovative. Nevertheless, it has not been possible to halt the decline in the Institute's research programme. In 1986, the General Assembly merely sanctioned the change by altering the Institute's statute so as to give priority to the training function. Thus, for lack of adequate funding, UNITAR's research effort is largely limited to the work undertaken by its senior fellows.

37. What is surprising is the impression that the research which is being done does not correspond to any pre-established plan or definite policy. Some projects seem to be prompted by personal choice or the availability of funding (this is not to question their value). We shall return to this later.

38. What is the best course to follow? There can be no question of turning the clock back and reverting to UNITAR's original mandate. That would be to disregard the fact that a considerable amount of research is now carried out within the United Nations Secretariat and its major political, economic and social departments, not to mention the significant amount of research carried out by the specialized agencies. In addition, there are a large number of institutions, national centres and foundations, including some which are internationally renowned. There is no shortage of research. However, there are obviously serious deficiencies with regard to methods, which could lead to using the research carried out both within the United Nations system and outside. To speak only of the system itself, the problems of coexistence among the ever-growing number of research and training institutes at the global and regional level are beyond the limited scope of this study; they merit a separate study along the lines I have suggested.

39. Pending such a study, it would be a good idea to heed the oft-repeated request of the General Assembly and the Secretary-General that the Member States should make greater use of the impressive intellectual resources of the various institutes, now supplemented by the United Nations University. The Secretary-General's recommendations, endorsed by the Committee for Programme and Coordination, emphasize the vital role of the University in this process (AC.51/1986/7). Naturally, the establishment of institutions such as the United Nations University, UNRISD, INSTRAW, the United Nations Interregional Crime and Justice Research Institute (UNICRI) and UNIDIR, to mention just a few, was in each case a response to specific and defined needs. As already suggested in this report, some mergers would be advisable in the medium term. In the short term, the problem represented by such a multitude of organizations is not so much one of ensuring their "coordination" but rather of creating conditions to enable them to join forces for common endeavours. Thus, a more coordinated approach to the programme planning would enable the institutes to make their limited and often meagre resources go significantly further and give the necessary impetus to the formulation of intersectoral, multidisciplinary projects on a scale commensurate with the new problems facing the United Nations.

40. I think that this is the sense in which we should understand the General Assembly's invitation to the Director-General for Development and International Economic Cooperation to hold annual meetings of the United Nations research institutes "with a view to enhancing practical cooperation among them, particularly in regard to the formulation and implementation of their respective programmes and plans" (resolutions 44/175 and 45/219). These meetings began two years ago. Now that the dialogue has begun, it is to be hoped that it will continue. It would be desirable to strengthen it and to ensure that it really does lead to concrete modes of collaboration such as those already beginning to emerge - for example the register of ongoing or proposed research being prepared by the United Nations University in collaboration with the Centre for Science and Technology for Development, which should give a better picture of what is being done in the United Nations family. In view of the obvious links between training and research and the need to draw them closer, it would also appear necessary to combine these meetings with those concerned solely with training, which are organized by UNITAR.

41. A restructured UNITAR, as proposed in chapter IV, must play its part in the joint undertaking which the institutes should now work towards at the cost of exercising greater discipline. Although it would not be entirely eliminated from the activities of the restructured Institute, research would have to be redefined and reoriented essentially in terms of training, which should henceforward become the Institute's primary task.

## IV. OUTLINE OF A NEW STRUCTURE FOR THE UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH

42. As this report has shown, attempts made over a number of years - particularly during the past three years which were considered a period of transition during which UNITAR's position could be improved - have not had the desired results. The Institute continues to suffer from insufficient contributions to its General Fund. The United Nations will have to advance $950,000 in order to balance UNITAR's budget for the current financial year, which will bring its debt to the United Nations up to nearly $10 million. As we have already had occasion to note, it is generally considered that, given the present state of the New York real estate market, it will be difficult if not impossible to sell the UNITAR building unless the Institute is prepared to sell it at a greatly reduced price, which would be contrary to its own interests and those of the United Nations.

43. Thus urgent steps must be taken to ensure the continuation and success of those of UNITAR's activities which, according to all the individuals and organizations consulted, are of genuine interest to the international community. These activities, as we have seen, are primarily in the field of training. They should not only be kept up but expanded. Moreover, they should fall into two categories, namely, international cooperation and the international civil service.

A. Training for international cooperation

44. This would respond to the growing requirements of many countries, especially developing countries, for training of officials and personnel involved in international cooperation in all its forms. There is an increasing need to provide training for various categories of personnel in the area of negotiation and international action. It is essential to learn how to conduct multilateral negotiations. It will benefit both the developing countries and the developed ones, which have for too long had a "comparative advantage" in international negotiations because of their tremendous abundance of human and material resources. A restructured UNITAR with a reformulated mandate, and rules of operation, could systematically develop training within the United Nations system. It could benefit from the help of many national institutes so as to enable all Member States to have personnel with a good knowledge of content and form, substance and procedure. Such training should be based not so much on formal teaching as on practical work which could include simulation exercises designed to train experts in certain aspects of negotiation and international action, who are in such desperately short supply in developing countries. Thus solutions must be found through training. The first point to be noted is that, from the standpoint of both quantity and content of training programmes - whether existing or proposed - UNITAR's European office would be the best place from which to continue, diversify or expand training programmes for developing countries with the participation of developed countries and international organizations many of which are based in Geneva or in nearby European capitals. Geneva is convenient to Africa, the Middle East, Asia and Latin America, and, of course, Eastern Europe where needs are growing. This is why I suggest that training activities should be based in Geneva. A restructured UNITAR would keep an office in New York staffed by a number of Senior Fellows. That office would organize one-day briefings or training courses for permanent missions to the United Nations in New York. The restructured Institute should be headed by an official with the rank of D-2 who should be selected for his qualifications and experience in the field of economic and social development and of training.

45. In addition, I propose that this new unit borne of the restructuring of UNITAR should be placed under the United Nations University. Given the remarkable way the University's activities have expanded, this would seem to be a wise move. The University would guarantee the independence required by the Institute's revised mandate. Moreover, as has been pointed out on many occasions, their mandates overlap at various points. Thus, according to its Charter, the University has the task of concentrating on "pressing global problems of human survival, development and welfare that are the concern of the United Nations and its agencies". In this connection, within the context of its medium-term perspective for 1990-1995, the University has chosen as a topic for thought and action the approach to and functioning of multilateralism, with the aim of improving mechanisms of constructive dialogue in the international community. Finally, the Charter of the University authorizes the Rector to make arrangements with Governments and international as well as national private and public organizations with a view to offering and receiving services to the related activities of the University. It also

empowers him "to coordinate the total research and training programmes of the University with the activities of the United Nations and its agencies" (art. I, para. 3 and art. V, para. 3 (f) and (h)).

46. In these circumstances, UNITAR in Geneva would constitute a sort of centre of the United Nations University. This would call for provisional measures followed by long-term measures to cover the costs arising from the tasks entrusted to this new regional centre of the University. The centre might be called the United Nations Training Institute (UNTI) instead of the United Nations Institute for Training and Research (UNITAR). For purposes of this solution, Switzerland might agree to be considered as the host country and, as such, might commit itself to continue contributing to the Institute in Geneva, both to the General Fund and to the operational costs fund. In this way the new Institute would function in conditions similar to those of the World Institute for Development Economics Research in Helsinki or the Institute for New Technologies in Maastricht, both of which are programmes of the United Nations University.

47. The research function should be linked to the training function by an ongoing exchange between the training staff and research workers who would continue to be attached to UNITAR in its new form. The latter would have to include the Senior Fellows. It is essential that the practice of giving research work to persons known for their abilities and experience, which UNITAR introduced some years ago, should be continued, inasmuch as their experience and knowledge constitute a major asset. They could both show the way and take part in the training functions of the new unit. They could be based either in New York or in Geneva. Those in New York should be answerable to the United Nations University on exactly the same conditions as those assigned to the Geneva training centre. While they should enjoy a proper degree of academic freedom, they would have to follow a timetable and a programme in their work. The programme would be worked out by the new head of the unit, following consultation with an advisory committee that would have to be set up and that should include a few very high-level experts from Member States plus a few of similar stature from the United Nations and its specialized agencies. Membership in the Committee could be on a rotational basis.

48. It would also be a good idea for the training institute to encourage officials or experts from Member States to take sabbaticals so as to take part in its activities for periods ranging from several months to one year. The key to the Institute's success will lie, in part, in its ability to develop systematic exchanges with the outside world and, in part, in its ability to carry out training activities not only in Geneva and to a lesser degree New York, but also right in the regions experiencing a growing need for civil servants, economic agents and social partners capable of dealing with all the problems which make up the tissue not only of national policy but also of international action.

49. The Institute thus restructured and redefined would cease to be a member of the Administrative Committee on Coordination.

## B. Training of United Nations and specialized agency personnel

50. Article 2, paragraph 2 of UNITAR's statute as currently worded provides that programmes may include training for staff members of the United Nations and specialized agencies as well as for special field assignments.

51. It would appear that since its foundation UNITAR has not contributed in any decisive way to solving the critical problem of training staff members of the United Nations or its specialized agencies. Does this mean that training is not a part of the Institute's present activities? Strictly speaking, no. Both in New York and in Geneva a limited number of staff members take part from time to time in orientation courses and short seminars organized for members of Permanent Missions to the United Nations. It is also true that UNITAR, in conjunction with the United Nations Staff Committee, organizes short courses to help General Service personnel move to the Professional category. In addition, in response to a request from the Subcommittee on training of the Consultative Committee on Administrative Questions of the Administrative Committee on Coordination, UNITAR organized five seminars between 1981 and 1986 (when they were stopped). Despite their ambitious title "The International Civil Service and the Common System", they were designed essentially to help newly appointed staff members understand the functions of the member organizations of the United Nations system and the responsibilities of each individual in his own organization and in the system as a whole. However praiseworthy the goals of these seminars and however worthwhile their results, each seminar brought together only a score or so of young staff members between the grades of P-1 and P-3.

52. As can be seen, UNITAR has made only a modest contribution to fulfilling the vast need for basic and advanced training of staff members of the United Nations system. For the most part, such training is undertaken by each individual organization, which sets up specific programmes according to the traditions and criteria dictated by its own experience and needs. The resources devoted to such programmes vary from one organization to another. In some cases they are extremely limited. Lacking sufficiently accurate statistics, this report makes no attempt to paint a complete picture of the situation. I would just say that United Nations staff receive two to three days' training a year on average, and this figure applies to a large extent to support staff. By contrast, personnel in the private sector receive an average of 15 to 20 days' training per year, and this applies to all levels including senior management. Thus the United Nations system is well below the modest target of having 1 per cent of the salary base of each organization devoted to personnel development and training. We must face the fact that training is being starved of funds. In addition, it is suffering from an obvious fragmentation between the different elements of the system. This is particularly evident in New York, where there is a great disparity between the Secretariat itself and the organizations attached to it. It was this no doubt which prompted the Secretary-General to comment in the medium-term plan for the period 1992-1997 that rapid shifts in international structures and policies are likely to place increasing demands upon the staff of the United

Nations, which must be able to deal effectively with the whole range of global problems that the legislative organs assign to the Secretariat. In the context of the additional responsibilities that are being entrusted to the Organization the Secretary-General will be called upon to provide the machinery and human resources for large-scale field operations of growing scope and complexity.

53. Having been starved of funds for the last few years, the agencies are suffering from a lack of both basic and advanced training, particularly in the professional categories. This may ultimately have serious consequences for the international civil service. But the problem goes beyond mere management of training and refresher programmes. At a time when the United Nations is entering a new phase in its development, the General Assembly and the deliberative organs of the specialized agencies should unite to ensure that the United Nations system possesses a civil service capable to rising to any challenge. If it is to perform the peace-keeping tasks to which recent conflicts and their outcome have drawn particular attention, if it is to meet the immense goals in the fields of development, the environment, employment and the struggle against poverty in all its forms, the United Nations system is going to need an exemplary body of international civil servants in the coming decades, exemplary both in terms of qualifications of staff at all levels and in terms of conduct. There are many countries where, thanks to a long tradition, the civil service is efficient and respected. One wishes that the same were true about the international civil service, but such is not the case. It has been too long ignored, often lampooned or denounced. Only a few agencies engaged in high-visibility tasks that have won public sympathy have managed to escape the harsh judgement that has been applied to the international civil service as a whole. The discussion of the international civil service needs to be reopened and more care must be taken, that is to say recruitment standards must be applied more strictly, conditions of service and career prospects must be improved, the administration must be shielded from the political pressure which is still too often brought to bear on personnel management and the staff must be trained. Moreover, it is important to establish conditions of real mobility among international officials. This means that, particularly at the professional level, not only should it be possible to transfer from one agency to another, but such transfers should become normal practice when the system as a whole has to respond to the programme needs dictated either by emergencies (such as peace-keeping operations or major natural or human disasters) or by intersectoral goals. Such might be the case, for example, when the recommendations of the United Nations Conference on Environment and Development have to be implemented.

54. How can one satisfy this double requirement for <u>training</u> and <u>mobility</u>? I am not going to suggest that a staff college should be set up. In saying this, I am not implying that the various plans to this effect that have been put forward in the last 20 years are of no interest or unsound. Some of them, had they been put into practice, would have produced effects from which the United Nations system would now be deriving great benefit. Since it is not possible at present to adopt all the elements of the proposals for a staff college, it will be best to look to the proposals for inspiration when

deciding what measures the United Nations and the system as a whole should take right now in order to tackle the increasingly complex tasks facing the system. These measures should be at two levels.

55. The first relates to training policy. The Administrative Committee on Coordination, either via the Consultative Committee on Administrative Questions/Personnel or by setting up a new body, should define a series of training objectives concerning middle and senior management personnel in particular, who should be carefully targeted. It is in these categories that there is a definite inadequacy as regards the qualifications needed to manage all aspects of the activities of the United Nations Secretariat and of the agencies. The task of putting into perspective medium- and long-term policies in respect of basic and advanced training should be given high priority, follow a timetable, call for precise commitments on the part of member organizations, be accompanied by an evaluation mechanism, derive from a high-level inter-agency committee, and have the support of the agencies' governing councils or other executive bodies in the drive to strengthen the international civil service by improving the quality and mobility of officials throughout the system. This task should be a continuing one and should be carried out jointly by the United Nations and its agencies. In the past too many efforts in this direction have come to nothing because the United Nations and the agencies have lacked the necessary discipline.

56. The second concerns the practical measures that the United Nations and the agencies might take in the immediate or near future to improve the performance of their personnel. That this is feasible is shown by the rather innovative programme drawn up some months ago by the Consultative Committee on Substantive Questions (Operational Activities) in the field of operational activities. This programme is designed to complement the training programmes of the various organizations. Financed by the members of the Administrative Committee on Coordination and a highly appreciated grant from the Swiss Government, it was entrusted for implementation to the International Centre for Advanced Technical and Vocational Training in Turin, which is the only campus in the whole United Nations system. It consists of seven workshops each lasting 10 days. Three were held in the first half of 1991, while the other four will be held in the second half of this year and the early months of 1992. Seventy-six officials from UNDP, the United Nations Population Fund (UNFPA), the World Food Programme (WFP), the United Nations Children's Fund (UNICEF), the Office of the United Nations High Commissioner for Refugees (UNHCR), the International Fund for Agricultural Development (IFAD), the Food and Agriculture Organization of the United Nations (FAO), the World Health Organization (WHO), the United Nations Industrial Development Organization (UNIDO), ILO, the United Nations Educational, Scientific and Cultural Organization (UNESCO), the World Bank, UNCTAD, Habitat, the International Telecommunication Union (ITU) and the Department of Technical Cooperation for Development of the United Nations took part in the first three workshops. There were also national teams, under the direction of their resident coordinators, from Bangladesh, Botswana, Brazil, Cameroon, Gambia, Ghana, India, Indonesia, Nigeria, Pakistan, Sierre Leone, Swaziland and Zimbabwe.

57. The main aim of the programme is to bring together representative teams from the various agencies that work together in the field of the country level in order to make United Nations action as a whole more meaningful and to enhance the effectiveness of collaboration and coordination in support of national efforts.

58. In running the programme the Turin centre is guided by an inter-agency consultative committee. An evaluation exercise is envisaged at the end of the pilot phase in order to determine the relevance and usefulness of the programme with a view to making it a fixture on the inter-agency training calendar. It should be noted that the Turin programme is the only integrated training activity carried out and financed collectively by the agencies.

59. This inter-agency programme could pave the way for concerted action by the various components of the United Nations system. As has been noted, it is intended for personnel engaged in operational activities; however, there is really no reason why, within the context of policies laid down by the Administrative Committee on Coordination or some high-level ad hoc inter-agency committee, programmes should not be developed for personnel involved in other activities. In short, it would be a question of applying a common methodology to the training or, more precisely, the advanced training of international staff, particularly middle- and senior-level management. If such a policy were adopted, use should be made of the Turin centre. It has considerable residential and training facilities, is not far from Geneva, which is destined to become the centre of gravity of the restructured UNITAR. Geneva and Turin could produce a truly synergetic force. The two units could jointly offer their services for carefully prepared training and advanced training programmes meticulously prepared such as those now being offered by the Consultative Committee on Substantive Questions (Operational Activities) in the operational field. I would add that the joint efforts of the United Nations and the agencies should be concentrated primarily on the training of international staff members, though it could be extended to national counterparts, particularly those engaged in international cooperation and economic and social development. International cooperation would have much to gain from the association of national and international officials in the ever-widening range of activities calling for joint action on the part of Member States, particularly of developing countries and international organizations, in support of policies set out by the governing bodies of the United Nations and the specialized agencies. In this connection, UNITAR's Geneva office and the Turin centre already have considerable experience of concerted action by international experts and their national counterparts; this, of course, is true of other organizations and institutes working within the framework of the United Nations system at the international or regional level. The proposed partnership between Geneva and Turin could offer all of them new means of raising training to a higher level corresponding to the requirements of both the international civil service and Member States, especially the developing countries.

60. I propose that this experiment in partnership be approached in a pragmatic manner, with simple arrangements between Turin and Geneva based on objectives determined by the United Nations and the agencies within the framework of the consultative committee set up by the Administrative Committee on Coordination. I would also suggest that all programmes to be drawn up in the coming months and years should include ongoing evaluation mechanisms, thus making it possible to monitor the course of the project. While its goals are ambitious, the project would not entail financial costs much beyond those normally incurred by the United Nations and the agencies for staff training purposes. Moreover, it is to be hoped that, in view of the importance attached to the training of international and national civil servants involved in international negotiations more and more governments will be prepared to make voluntary contributions to finance the operations we have proposed. With respect to the Turin centre, Italy is in a sense the host country; in the case of Geneva, Switzerland might be willing to be considered the host country of the United Nations Training Institute as the United Nations Institute for Training and Research would then be renamed. Switzerland might be joined in this by other countries, in particular, by the European Community, within whose geographical framework the proposed partnership might develop.

61. This partnership could the first link in a network which could gradually be expanded to include other means of training international staff. In time, such a network might include all types of training common to the system except for ordinary ones (word processing for instance) or specialized ones which agencies would continue to run for certain categories of personnel. Thus the objectives set out in the much publicized plans for the establishment of a "staff college" might be attained without waiting for such a college to be established, which, even if agreement is reached on the principle, will take some time. It is worth noting that some of the studies regarding the staff college have, indeed, mentioned the possibility of a network of units deployed at strategic points rather than a single institution. The proposals we have advanced correspond to this idea of a network, and the Geneva-Turin linkage could be the first element of this network and could become operational right away.

62. These proposals also correspond to the observations and suggestions of the Director-General for Development and International Economic Cooperation in a document dated 11 June 1990 (A/45/273-E/1990/85) submitted to the Economic and Social Council at its second regular session of 1990. The document deals at length with the problem of training the staff of the United Nations system, essentially from the point of view of operational activities for development. However, the analysis in many ways applies to the problem of basic and advanced training as a whole. In particular, it strongly emphasizes the need for appropriately common training. In his recommendations, the Director-General puts forward the idea of setting up, within the limits of available means, a network for training staff of the United Nations development system. The proposals made in this present report are in line with this objective.

## C. Peace-keeping functions

63. Paragraph 3 (d) of resolution 45/219 refers to the training of personnel for peace-keeping operations and asks the consultant to make recommendations regarding the feasibility of utilizing the facilities of the Institute for such training. The question thus posed is a highly topical one.

64. Certainly, peace-keeping operations have a long history. More than half a million civilian and military personnel have taken part in such operations since they began in 1948 with supervision of the armistice in Palestine. In 1988, the Nobel Prize for Peace was awarded to the peace-keeping forces in recognition of the importance of the operations carried out over the past 40 years. This was all the more remarkable in that the Charter says nothing about peace-keeping operations, let alone about how they should be carried out. In 1985, in the first edition of a brochure on peace-keeping operations, the Secretary-General emphasized that they were a fragile creation of the United Nations. In the second edition, published in July 1990, he rightly and proudly pointed out that these operations were becoming an increasingly important part of United Nations activities.

65. It is true that the events which have marked international life over the last three years have opened up prospects for United Nations action which would have been unthinkable in the days of the cold war. The relaxation of tension between the great powers has enabled the Security Council to intervene and take action in a growing number of situations endangering peace. Whereas, during the first 40 years of its existence, the United Nations was able to organize only 13 peace-keeping operations, since 1988 it has mounted more than nine in relation with conflicts of exceptional gravity such as those in Afghanistan, Iran and Iraq, Angola, Namibia, Central America, Iraq and Kuwait and, most recently, Western Sahara. There is every reason to think that this trend will continue. Cambodia could soon be one of the next large-scale operations. Furthermore, the notion of peace-keeping might even be extended to include humanitarian aid in countries ravaged by civil war or famine, such as Ethiopia or the Sudan, or to areas of vital concern to our planet such as protection of the environment. Thus the United Nations should prepare to take on new tasks as a result of the larger role now assigned to it by the international community, in particular under the impetus given by the Security Council.

66. Peace-keeping operations, which are initially organized by the Secretariat under the pressure of circumstances and events, must be carefully prepared and staffed by individuals who are sensitive to and trained for such missions. Many initiatives have been taken with this in mind, notably by the Peace Academy which, in recent years, has endeavoured to study the solution of conflicts and to organize a series of seminars and meetings on the theme of peace-keeping operations. The Academy is currently preparing, in conjunction with the United Nations University, a symposium on the evolution of peace-keeping operations. The theme of the symposium, which will be held in Tokyo in September 1991, will be recent experiences and future prospects of peace-keeping operations. UNITAR has been reflecting on what role it could

play within the framework of its mandate. Thus, in 1989, the Executive Director worked out a training programme centred around a pilot project concerned with peacemaking on the one hand and peace-keeping on the other. It would be worthwhile taking up the idea of the pilot project with a view to carefully working out the right methods to apply in training of staff who are to take part in peace-keeping operations. Setting up a pilot project of this kind should be neither very difficult nor very costly. It could involve 50 or so staff members of the United Nations and the permanent missions. This project could be developed in consultation with the Peace Academy, and might serve as an experiment and a basis for preparing the assuredly considerable resources that will have to be deployed in future years to meet the needs of conflicts which the United Nations will seek to resolve. One of the objectives and "products" of the pilot project would be the preparation of manuals dealing with a variety of situations, whether negotiating an end to hostilities, deploying the human and material resources to monitor observance of a cease-fire and the terms of an armistice, or even ensuring the regularity of elections in countries attempting to return to pluralism and democratic practice.

67. In order to cope with the highly complex business of negotiations relating to peacemaking and peace-keeping operations, the United Nations should enlist as much help as possible from Member States, many of which have already indicated their desire to contribute human and material resources for United Nations operations. The potential scale of these operations, their complexity, their evident links not only to peace-keeping but also to the development tasks they make possible, lead me to propose that all the agencies should take part in them. A small number of agencies, particularly those with a humanitarian mission, have already done this in practice, but all the agencies should join in the effort. For this reason, I propose that the heads of the secretariats arrange to draw up a list of staff members in both the Professional and General Service categories whom they would be prepared to release for service in peace-keeping missions at the Secretary-General's request.

68. The training, preparation and deployment of the personnel needed for these missions represent a major task. Despite its current very meagre resources and the difficulties it is experiencing, UNITAR could very well be entrusted with the above-mentioned pilot project in consultation with the Peace Academy.

69. Apart from that, the training programmes as such should be tailored to the number and type of ongoing or future peace-keeping operations. In effect, the scale and complexity of such operations will vary according to whether the contingent to be sent is large, as was true in the process leading up to the independence of Namibia, or small, as in the case of Haiti, when its purpose was to maintain law and order on the occasion of elections. Such missions vary from one case to another. The terms of reference, the structure and the proportion of military to civilian personnel will depend on the circumstances, which vary from one conflict to another, as we can see now by looking at the problems in Western Sahara and those in Cambodia. One thing is clear,

however; the need for personnel will continue to grow, and with it the need to train and prepare them for their missions. In addition, the United Nations will have to inform the public concerning the objectives of peace-keeping operations, including those whose purpose is preventive. The above-mentioned pilot project could constitute the starting-point for a training and public information exercise which could subsequently be diversified and extended beyond New York to the capitals of other countries willing to play their part in the much-needed effort. Given the importance and cost of peace-keeping operations, the support of an increasing number of countries is vital. Certain programmes could be implemented by the Institute in collaboration with the Turin centre.

70. As I was finishing the present report, I heard that the General Assembly will be considering the report of the Special Committee on Peace-Keeping Operations at its forty-sixth session (agenda item 74). This report (A/46/254) refers to the discussions concerning the training of personnel involved in such operations and emphasizes the urgency and importance of such training. The Special Committee recommends inter alia that the Secretariat should designate a focal point responsible for all United Nations peace-keeping operations. The proposals of this report are similar.

## D. UNITAR and problems relating to energy

71. Within the context of the reforms proposed in this present report, should the Institute be asked to continue the activities it has been pursuing since the early 1980s in the field of energy and natural resources? As everybody knows, UNITAR, in conjunction with UNDP and with the aid of several governments and oil companies, established the UNITAR/UNDP Information Centre for Heavy Crude and Tar Sands. Similarly, also in conjunction with UNDP and with the aid of the Italian Government and a few other partners, UNITAR set up the International Centre for Small Energy Resources. The origins of these two centres are to be found in the oil crises of the 1970s and 1980s and the international community's fears of a possible energy shortage. The report published on the occasion of UNITAR's twenty-fifth anniversary contains a wealth of information on the subject. By systematically gathering and disseminating data and, in the case of the UNITAR/UNDP centre, by organizing triennial conferences which have brought together many experts, from industrialized and developing countries alike, the two centres have helped to raise public awareness. These two centres based, respectively, in New York and Rome, are also facing financial difficulties, since their resources stem entirely from voluntary contributions.

72. Notwithstanding this fact, the question we must answer is how can we respond effectively to the widespread concerns regarding both energy sources and the environment. As the Secretary-General noted in his report on international economic and social policy, which was submitted to the Economic and Social Council at its second regular session of 1991 (E/1991/72), the Gulf crisis reminded us all dramatically of the crucial importance of energy resources and the dangers that arise when energy prices are unstable and

energy supplies uncertain. He also observed that, in order to maintain economic growth in the 1990s and beyond, it would be essential to conserve energy and improve efficiency both in the industrialized and in the developing countries, whose consumption is bound to increase on account of population growth, industrialization and urbanization. As the document points out, currently there is no body responsible for considering the question of energy in all its aspects. An ad hoc group of experts which met recently under the auspices of the Department of International Economic and Social Affairs identified potential areas for possible international cooperation, focusing on transparency on energy production, consumption, trade and plans for security of supply and demand, energy financing and access to modern energy technologies (E/1991/72, para. 46).

73. While the relatively modest activities undertaken by UNITAR in recent years may have paved the way, it seems unlikely that they could be expanded sufficiently to meet all the challenges posed by energy and the environment. Because of their massive scale, these challenges are beyond the scope of training-related research, which is what the Institute should concentrate on according to the new mandate proposed in this report.

74. For this reason, I propose that the work hitherto carried out by UNITAR in the field of energy should be transferred to the United Nations Secretariat, where the Department of Technical Cooperation for Development and the Department of International Economic and Social Affairs continue to carry out a certain amount of research regarding energy and natural resources.

## V. BUDGET AND PERSONNEL

75. The proposed changes outlined in this report must be accompanied by measures which will enable the Institute, endowed with a new mandate and a new structure, to work in normal conditions. Indeed, there would be no point in restructuring UNITAR unless it were at the same time granted the necessary resources, in other words, sufficient and regular funding. This was the object of all the attempts made during UNITAR's early years to create an endowment or reserve fund. These attempts came to nothing. As I mentioned in paragraph 14 above, the Executive Director came back to the matter in 1984 by proposing either the creation of a $15 million reserve fund, or the introduction of a system of replenishment of resources, or the establishment of an endowment fund of $50 million. None of these proposals was accepted. The General Assembly held to the rule whereby UNITAR was to depend on voluntary contributions to meet its costs.

76. This report will not propose that the structure of the Institute's budget be radically changed. It will continue to consist of three parts as in the past, namely the General Fund, the Special Purpose Fund and the programme support costs, or agency costs. The General Fund and Special Purpose Fund will, in principle, continue to be fed by voluntary contributions.

77. However, it would be well to define what is meant by voluntary contributions. The situation is clear enough as regards contributions to finance projects or programmes negotiated by UNITAR with Governments and partners, whether international or non-governmental organizations. By contrast, contributions to the General Fund reflect the moral obligation implicit in the decision to rely solely on voluntary contributions for the operation of the Institute - an Institute whose utility the General Assembly has emphasized every year in the resolutions it has adopted after considering the Institute's activities (see appendix XII for the list of resolutions adopted by the General Assembly and appendix XIII for the list of main documents relating to UNITAR). Since the General Assembly has indicated its firm intention of getting UNITAR back onto its feet, it must choose between two alternatives: either to include a line in the budget of the United Nations or to agree that the General Fund is the centrepiece around which UNITAR's activities must develop. If it chooses the second option, the General Assembly must appeal to Member States, and to the traditional donors in particular, to supply the General Fund with around $2 million annually (see para. 78 below). For countries which benefit from UNITAR's activities the contributions will amount to payment for services rendered in Geneva and New York, while for all countries they represent the minimum level of support needed to ensure that the Institute can function properly.

78. The minimum level of support referred to, implies a staffing level of the following order:

(a) One director of the Institute, grade D-2

(b) Two deputy directors, one in Geneva, the other in New York, grade D-1

(c) Five officers, grade P-2 or P-3

(d) Seven General Service staff.

79. Thus "the centrepiece of the Institute's budget" would have a staff of 15, costing some $1.3 million, which should be charged to the General Fund (or to the United Nations budget if the alternative of a budgetary line is preferred for the reasons set out above). Altogether, the General Fund would require a total of around $2 million, if we include operating expenses (travel costs, overheads, etc.) which, in the 1991 budget, are estimated at about $600,000.

80. One measure which would contribute to the stability of the General Fund and would be consistent with the Institute's dual function of training and research would be to second United Nations staff to UNITAR to participate in its activities. Such staff members, whose grades might be in the range from P-5 to D-2, would broaden their knowledge while at the same time giving the Institute the benefit of their own experience. They might be selected by the United Nations in agreement with the Executive Director of the Institute and could be seconded for varying periods, perhaps as much as one or two years. This would represent a de facto subsidy to the Institute from the regular

budget of the United Nations and, as such, should be reflected in the programme budget. If we assume that four staff members would be seconded, the annual cost to the United Nations would be around $500,000. If this idea were adopted it would undoubtedly facilitate the management and stability of the General Fund, whose financial position must be sound if the Institute's programmes are to run properly.

81. In addition to the General Fund, there will be a Special Purpose Fund dealing with the income and expenditure for activities connected with the implementation of projects and programmes negotiated by the Institute with the developing countries and international and non-governmental organizations with which the Institute works. I mention this Fund here for the record without going into detail since, by definition, it will fluctuate according to the demand for services and the contributions received in consequence. It already finances an appreciable number of existing programmes and projects and these should grow in future as the Institute's various training functions are built up. Attached to this Special Fund which will fluctuate as a function of the programmes worked out and the scale of the contributions to finance them, is a programme support account which constitutes the third element in the Institute's budgetary structure, enabling the Institute to recruit officials and experts in order to strengthen the core staff who come under the General Fund.

82. If the general outline of the restructuring proposed in this report is accepted in principle, it will be necessary to hold discussions with the United Nations University to work out the new arrangements. Naturally, the University cannot assume any responsibility for the Institute's existing liabilities, that is to say, its debts to the United Nations. The settlement of these debts is linked to the problem of the UNITAR building.

83. In resolution 45/219 the General Assembly reaffirmed its wish that the Institute's building be sold as soon as possible. I hope I may be permitted to say that, given the present state of the real estate market in New York, selling the building would not be in the best interests of UNITAR and the United Nations, and would thus be counter-productive with respect to the goal of putting the Institute's finances back into order. Before taking the next step it would be wise to look into other options such as adding five more floors to the building, which would be perfectly feasible, or constructing a new and larger building on the site to house a number of permanent missions now scattered around New York. Initially, the United Nations Secretariat could rent part of the office space for some of its own services or for some other purpose, as recommended by the UNITAR Board of Trustees at its most recent session.

APPENDIX I

Major contributors to General Fund of the United Nations Institute for Training and Research, 1965 to 1989

| Country | Latest year of contribution | Latest amount of contribution | Average annual contribution a/ | Maximum annual contribution |
|---|---|---|---|---|
| | | (United States dollars) | | |
| USA | 1985 | 422 000 | 419 400 | 500 000 |
| Germany, Fed. Rep. | 1985 | 192 307 | 180 570 | 349 854 |
| Sweden | 1986 | 114 745 | 78 600 | 188 959 |
| Japan | Current | 100 000 | 64 700 | 100 000 |
| Switzerland | Current | 106 685 | 63 225 | 125 874 |
| Belgium | 1984 | 67 443 | 79 000 | 154 352 |
| Canada | 1987 | 44 776 | 63 240 | 114 407 |
| Norway | 1986 | 132 450 | 61 500 | 136 054 |
| Italy | Current | 155 642 | 51 450 | 199 971 |
| Finland | 1988 | 110 612 | 42 280 | 122 449 |
| United Kingdom | 1979 | 70 194 | 56 250 | 199 819 |
| France | Current | 68 259 | 31 730 | 117 613 |
| USSR b/ | 1984 | 40 000 | 36 070 | 85 387 |
| Denmark | 1986 | 54 878 | 30 760 | 54 878 |

Source: UNITAR.

a/ Average from 1965 until last year of contribution for specific country.

b/ Relates to hard-currency portion of total USSR contribution.

## APPENDIX II

## General Fund schedule of pledges

(in United States dollars)

| Countries | Pledged | | | | | | | | | Collection | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | 1981 | 1982 | 1983 | 1984 | 1985 | 1986 | 1987 | 1988 | 1989 | 1990 | 1991 |
| AFGHANISTAN | - | - | - | 1 000 | - | - | - | - | - | - | - |
| ALGERIA | 10 000 | 10 000 | 5 000 | 5 000 | 10 000 | - | 10 000 | - | - | - | - |
| ARGENTINA | 13 628 | 16 373 | 15 000 | 20 000 | - | 40 000 | - | 40 000 | 20 000 | - | - |
| AUSTRALIA | 39 535 | 39 645 | 40 566 | - | - | 28 249 | - | - | - | - | - |
| AUSTRIA | 10 000 | 10 000 | 28 249 | 27 322 | 23 256 | - | 35 211 | - | - | - | - |
| BAHAMAS | 500 | 500 | 500 | 1 000 | 1 000 | 1 000 | 1 500 | - | - | - | - |
| BANGLADESH | - | - | - | - | 2 000 | - | - | - | - | - | - |
| BARBADOS | - | - | 500 | 250 | 250 | - | - | - | - | - | - |
| BELGIUM | 103 093 | - | 154 352 | 67 443 | - | - | - | - | - | - | - |
| BOTSWANA | - | - | - | 500 | - | - | - | - | - | - | - |
| BURKINA FASO | - | - | - | - | - | - | - | 500 | - | - | - |
| BURUNDI | - | - | - | 2 233 | - | 1 471 | - | - | 1 257 | - | - |
| CANADA | 114 407 | 76 271 | 71 847 | 73 171 | 65 694 | - | 44 776 | - | - | - | - |
| CAMEROON | - | - | 7 702 | 9 346 | 21 277 | 30 368 | 36 474 | - | 44 369 | - | - |
| CENTRAL AFRICAN REPUBLIC | - | - | - | - | - | - | - | - | 1 534 | - | - |
| CHILE | 5 000 | 5 000 | - | 8 000 | 5 000 | 5 000 | 5 000 | 5 000 | 5 000 | 5 000 | - |
| CHINA | 46 666 | (23 121) | - | 20 000 | 20 000 | 20 000 | 10 000 | - | - | - | - |
| CONGO | - | - | - | 10 000 | 5 000 | - | - | - | - | - | - |
| COTE D'IVOIRE | - | - | - | - | - | 22 000 | 32 787 | 22 000 | - | - | - |
| CUBA | - | - | - | - | 3 000 | - | - | - | - | - | - |
| CYPRUS | - | 500 | - | - | - | 500 | - | - | - | - | - |
| DEMOCRATIC YEMEN | - | - | - | 1 265 | 1 400 | 140 | - | - | - | - | - |
| DENMARK | 50 000 | 40 971 | 39 106 | 42 553 | 40 909 | 54 878 | - | - | - | - | - |
| EGYPT | - | - | 12 600 | 5 000 | 6 000 | 6 000 | 6 000 | - | - | - | - |
| FINLAND | 39 171 | 44 444 | 36 364 | 35 398 | 72 993 | 110 092 | 122 449 | 110 612 | - | - | - |
| FRANCE | 46 703 | 35 971 | 34 965 | 67 848 | 25 728 | 39 216 | 45 662 | 117 613 | 68 259 | 76 190 | - |
| GABON | - | - | - | - | - | 59 701 | - | - | - | - | - |
| GERMANY, FEDERAL REPUBLIC | 153 005 | 176 180 | 177 165 | 192 308 | 192 307 | - | - | - | - | - | - |
| GHANA | 1 818 | - | 14 590 | (6 386) | - | - | - | - | 5 000 | - | - |
| GREECE | 4 000 | 5 000 | 5 000 | 5 000 | 5 000 | 5 000 | 5 000 | 5 000 | 5 000 | 5 000 | 5 000 |
| GUINEA | - | - | - | - | 1 000 | - | - | - | - | - | - |
| GUYANA | 333 | - | 667 | - | - | 267 | - | - | - | - | - |
| HUNGARY | 3 385 | (3 385) | - | 4 538 | (4 538) | - | - | - | - | - | - |
| INDIA | 20 000 | 20 000 | 20 000 | 25 000 | 25 000 | 25 000 | 25 000 | 25 000 | 20 000 | - | 20 000 |
| INDONESIA | 4 000 | 4 000 | 4 000 | 4 000 | 14 000 | - | 4 000 | 4 000 | 4 000 | 4 000 | 4 000 |
| IRAN, ISLAMIC REPUBLIC OF | - | - | - | - | 10 000 | 10 000 | - | - | - | - | - |
| IRAQ | - | - | 15 000 | - | - | - | - | - | - | - | - |
| IRELAND | 17 402 | 5 514 | 10 755 | 12 518 | 11 213 | 16 308 | 13 410 | - | - | - | - |
| ISRAEL | 3 000 | 3 000 | 3 000 | 3 000 | 4 000 | 4 000 | 4 000 | - | - | - | - |
| ITALY | 42 200 | 33 997 | 34 602 | 62 893 | 52 632 | 75 802 | 122 302 | 163 265 | 155 642 | - | - |
| IVORY COAST | 17 452 | - | 50 552 | - | 8 568 | - | - | - | - | - | - |
| JAMAICA | - | - | - | 2 000 | 2 000 | 2 000 | 2 000 | 2 000 | 2 015 | 1 571 | - |
| JAPAN | 60 000 | 60 000 | 60 000 | 100 000 | 100 000 | 100 000 | 100 000 | 100 000 | 100 000 | - | 100 000 |
| KENYA | - | - | - | 1 185 | - | 982 | 991 | - | - | - | - |
| KUWAIT | 30 000 | 20 000 | 20 000 | 20 000 | 20 000 | 20 000 | 20 000 | 20 000 | 20 000 | - | - |
| LIBYAN ARAB JAMAHIRIYA | 40 000 | - | - | 28 750 | 50 000 | - | 50 000 | 20 000 | 20 000 | - | - |
| LUXEMBOURG | - | 2 091 | 2 115 | 1 878 | 1 639 | 2 549 | 3 333 | 4 035 | - | - | - |



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| Countries | Pledged | | | | | | | | | Collection | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | 1981 | 1982 | 1983 | 1984 | 1985 | 1986 | 1987 | 1988 | 1989 | 1990 | 1991 |
| MALAWI | - | - | - | 1 123 | 1 307 | 1 688 | 872 | 806 | - | - | - |
| MALI | 1 561 | - | 1 298 | - | 500 | - | - | - | - | - | - |
| MALTA | 600 | 600 | 600 | 600 | 545 | 681 | 785 | 898 | 883 | 1 040 | 1 007 |
| MAURITIUS | - | - | - | - | - | 500 | - | - | 500 | - | 500 |
| MEXICO | - | - | - | - | - | - | - | - | 2 000 | 5 000 | 5 000 |
| NEPAL | - | - | - | - | - | - | 1 000 | - | - | - | - |
| NETHERLANDS | 43 103 | 55 545 | - | 45 225 | 43 453 | - | - | - | - | - | - |
| NEW ZEALAND | 5 992 | 5 375 | 4 588 | 4 650 | 4 253 | - | - | - | - | - | - |
| NIGERIA | - | - | - | 12 469 | 13 055 | 20 969 | 20 000 | 20 000 | 58 000 | 85 465 | - |
| NORWAY | 92 593 | 84 832 | 69 444 | 136 054 | 112 994 | 132 450 | - | - | - | - | - |
| OMAN | 10 000 | 10 000 | 10 000 | 10 000 | 10 000 | 10 000 | - | - | - | 3 000 | - |
| PAKISTAN | - | 14 000 | 10 000 | 10 000 | 10 000 | 15 000 | 15 000 | 15 000 | 15 000 | 15 000 | 15 000 |
| PHIPPINIES | 10 000 | - | 10 000 | 10 000 | 1 000 | 10 000 | 5 000 | 7 500 | 2 000 | 2 235 | 195 |
| QATAR | 10 000 | 20 000 | 10 000 | - | 10 000 | - | - | - | - | - | - |
| REPUBLIC OF KOREA | - | 2 000 | - | - | 10 000 | 9 333 | 9 333 | 9 333 | 10 000 | 10 000 | - |
| RWANDA | - | - | - | - | - | - | 2 000 | 1 000 | 15 000 | 3 000 | - |
| SAINT LUCIA | - | - | - | - | - | - | 1 000 | 1 000 | - | - | - |
| SAINT VINCENT AND GRANADIENS | - | - | - | - | - | - | - | 1 000 | - | 1 500 | - |
| SAUDI ARABIA | 10 000 | 10 000 | 20 000 | 72 834 | 50 000 | 100 000 | - | - | - | - | - |
| SENEGAL | - | - | - | - | - | 3 000 | 3 000 | 3 000 | - | - | - |
| SIERRA LEONE | - | - | - | - | - | - | 1 500 | - | - | - | - |
| SOMALIA | - | - | - | - | - | - | - | 505 | - | - | - |
| SPAIN | 50 000 | (50 000) | 25 000 | 100 000 | 23 542 | 32 258 | (80 000) | - | - | - | - |
| SURINAME | - | - | - | - | - | - | 500 | - | - | - | - |
| SWAZILAND | - | - | - | - | - | - | - | - | 847 | - | - |
| SWEDEN | 151 251 | 127 447 | 101 351 | 96 154 | 91 429 | 114 745 | - | - | - | - | - |
| SWITZERLAND | 86 957 | 75 226 | 73 636 | 76 056 | 64 800 | 97 561 | 107 143 | 125 874 | 106 685 | 121 622 | 130 814 |
| SYRIAN ARAB REPUBLIC | - | 10 470 | - | - | - | - | - | - | - | - | - |
| TOGO | - | - | - | - | - | 1 504 | - | - | 2 921 | 1 655 | - |
| TRINIDAD AND TOBAGO | 103 000 | 4 146 | 4 167 | 4 167 | - | 6 924 | - | - | - | 2 341 | 3 512 |
| TUNISIA | 2 875 | 2 520 | 2 167 | 3 000 | 1 960 | 2 342 | 2 171 | 2 266 | 2 243 | 2 545 | 2 545 |
| TURKEY | - | - | - | - | - | - | 2 000 | - | - | - | - |
| UGANDA | - | - | 22 838 | - | 5 000 | - | - | 5 000 | - | - | - |
| USSR | 40 000 | 40 000 | 40 000 | 40 000 | - | - | - | - | - | 7 633 | - |
| UNITED REPUBLIC OF TANZANIA | 6 024 | 7 273 | 12 552 | (1 346) | 3 405 | 3 582 | 2 449 | 1 806 | 1 048 | 1 144 | - |
| UNITED STATES OF AMERICA | 500 000 | 422 000 | 422 000 | 422 000 | 422 000 | - | (375 000) | - | - | - | - |
| UGANDA | 22 746 | - | - | - | - | - | - | - | - | - | - |
| URUGUAY | - | - | - | - | - | 1 000 | - | 1 000 | 1 000 | 2 000 | - |
| VENEZUELA | 30 000 | 30 000 | 30 000 | 29 947 | 17 200 | 19 347 | 10 000 | 10 000 | 10 000 | 10 000 | - |
| YEMEN | (1 150) | - | - | - | 1 400 | - | - | - | 2 000 | 2 004 | - |
| YUGOSLAVIA | 5 000 | - | 10 000 | 5 000 | 5 000 | 5 000 | 5 000 | 5 000 | 5 000 | 5 000 | - |
| ZAIRE | - | - | 40 000 | 1 000 | - | 1 000 | 1 000 | 1 000 | 1 000 | - | - |
| ZAMBIA | - | - | - | 5 970 | - | - | - | - | - | - | - |
| Total | 2 055 850 | 1 454 385 | 1 783 838 | 1 938 916 | 1 698 871 | 1 269 407 | 434 648 | 851 013 | 708 203 | 373 945 | 287 571 |

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APPENDIX III

General Fund: Summary of financial position 1981-1991

(in thousands of United States dollars)

| | 1981 | 1982 | 1983 | 1984 | 1985 | 1986 | 1987 | 1988 | 1989 | 1990 | 1991 a/ |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Income** | | | | | | | | | | | |
| Government contributions | 2 055.9 | 1 454.4 | 1 783.8 | 1 938.9 | 1 698.9 | 1 269.4 | 434.6 b/ | 851.0 | 708.2 | 373.9 | 287.6 |
| United Nations Subvention | 305.7 | 352.6 | - | - | 600.0 | 900.0 | - | - | - | - | - |
| Other | 98.0 | 1 069.4 | 267.3 | 422.7 | 211.8 | 301.2 | 259.5 | 479.1 | 467.3 | 475.7 | 66.4 |
| Total income | 2 459.6 | 2 876.4 | 2 051.1 | 2 361.6 | 2 510.7 | 2 470.6 | 694.2 | 1 330.1 | 1 175.5 | 849.6 | 354.0 |
| **Expenditure** | 2 435.2 | 2 283.5 | 3 016.1 | 2 345.1 | 2 407.4 | 2 273.7 | 1 895.9 | 1 273.6 | 1 279.5 | 1 547.2 | 793.1 |
| **Excess of income over expenditure** | 24.4 | 592.9 | (965.0) | 16.5 | 103.3 | 196.9 | (1 201.7) | 56.6 | (104.0) | (697.5) | (439.1) |
| **Assets** | | | | | | | | | | | |
| Cash | 11.5 | 73.8 | 41.9 | 62.2 | 143.0 | 34.5 | 89.5 | 78.8 | 143.8 | 32.5 | 69.3 |
| Pledged contributions unpaid: | | | | | | | | | | | |
| for current and prior years | 366.3 | 221.9 | 314.2 | 246.9 | 663.6 | 744.0 | 267.1 | 309.2 | 306.5 | - | - c/ |
| for future years | 134.7 | 2.1 | 1 701.6 | 1 326.2 | 655.1 | 573.2 | 336.6 | 398.9 | 329.2 | - | - |
| Other Assets | 238.7 | 224.0 | 272.2 | 355.0 | 350.9 | 338.8 | 170.9 | 176.4 | 187.1 | 339.5 | 232.1 |
| | 751.2 | 521.8 | 2 329.9 | 1 990.3 | 1 812.6 | 1 690.5 | 864.1 | 963.3 | 966.6 | 372.0 | 301.4 |
| **Liabilities and fund balance** | | | | | | | | | | | |
| Due to United Nations: | | | | | | | | | | | |
| Approved advance | - | - | 886.0 | 886.0 | 886.0 | 786.0 | 686.0 | 686.0 | 686.0 | 686.0 | 686.0 |
| Current account | 788.2 | 214.5 | 50.0 | 338.8 | 727.0 | 614.9 | 1 370.5 | 1 323.2 | 1 541.0 | 2 202.3 | 2 595.3 |
| Reserve account | - | - | - | - | - | - | - | 547.6 | 978.8 | 1 195.8 | 1 246.3 |
| Total due | 788.2 | 214.5 | 936.0 | 1 224.8 | 1 613.0 | 1 400.9 | 2 056.5 | 2 556.8 | 3 205.9 | 4 084.1 | 4 525.6 |
| Pledged contributions for future years | 134.7 | 2.1 | 1 701.6 | 1 326.2 | 655.1 | 573.2 | 336.6 | 398.9 | 329.2 | - | - c/ |
| Other Liabilities | 150.3 | 34.3 | 386.4 | 116.9 | 118.8 | 93.8 | 50.1 | 77.8 | 36.9 | 114.2 | 111.9 |
| Reserve Account d/ | - | - | - | - | - | - | - | (547.6) | (978.8) | (1 195.8) | (1 246.3) |
| End of year fund balance | (322.0) | 270.9 | (694.1) | (677.6) | (574.3) | (377.4) | (1 579.1) | (1 522.5) | (1 626.5) | (2 630.6) | (3 089.8) |
| | 751.2 | 521.8 | 2 329.9 | 1 990.3 | 1 812.6 | 1 690.5 | 864.1 | 963.3 | 966.6 | 372.0 | 301.4 |

a/ Up to 30 June 1991.

b/ After adjustments for prior period.

c/ Excludes unpaid pledges recorded in a memorandum account and reflected in a note to the financial statements.

d/ Expenditure against UNITAR Reserve Account.

APPENDIX IV

General Fund: Statement of income and expenditure for the six-month period ended 30 June 1991

(United States dollars)

| | 1991 | 1990 a/ |
|---|---|---|
| **Income** | | |
| Government contributions paid | 287 571 b/ | 146 300 |
| Interest income | 3 270 | 9 358 |
| Rental income | 54 159 | 77 563 |
| Sale of publications | 9 723 | 1 715 |
| Royalty | 123 | 1 381 |
| Savings in liquidation of prior year's obligations | 1 891 | 773 |
| Miscellaneous income | 7 | 19 191 |
| Total income | 356 782 | 256 281 |
| **Expenditure** | | |
| Salaries and common staff costs | 421 553 | 335 022 |
| Temporary assistance | 5 749 | - |
| Fellowships | - | 887 |
| Outside expertise | 20 393 | 25 101 |
| Staff travel | 53 291 | 27 027 |
| Panels and conferences | 4 551 | - |
| Documentation/publications | 822 | 1 410 |
| Supplies and materials | 9 429 | 3 303 |
| Furniture and equipment | 26 240 | 21 499 |
| Library books, documents and periodicals | 1 502 | 685 |
| Fund-raising | 11 128 | 18 359 |
| Communications | 34 603 | 22 615 |
| Public relations and hospitality | 2 875 | 1 591 |
| Premises | 150 259 | 111 236 |
| Security services | 49 652 | 48 435 |
| Miscellaneous expenses | 2 146 | 2 125 |
| Total expenditures (statement I) | 794 193 | 619 295 |
| Excess of income over expenditure (deficit) | (437 449) | (363 014) |

Source: United Nations accounts.

a/ Comparative figures have been adjusted to conform with current presentation.

b/ In accordance with article VIII, paragraph 3, of the revised statute of UNITAR (A/43/697/Add.1), only paid-in contributions are included in current year income.

APPENDIX V

General Fund: Status of expenditure against approved budget for the six-month period ended 30 June 1991

(United States dollars)

| Budget chapter | Approved budget | Expenditure | | | Unobligated balance |
|---|---|---|---|---|---|
| | | Disbursements | Unliquidated obligations | Total | |
| I. Board of Trustees | - | - | - | - | - |
| II. Office of the Executive Director | 201 000 | 94 786 | 1 116 | 95 902 | 105 098 |
| III. Programme Department/ Training Branch, New York | 272 050 | 150 718 | 28 442 | 179 160 | 92 890 |
| IV. Programme Department/ European Office, Geneva | 251 950 | 125 866 | - | 125 866 | 126 084 |
| V. Programme Department/ Research Branch | - | - | - | - | - |
| VI. External coordination, Inter-agency and Board matters | - | - | - | - | - |
| VII. Finance, administration and programme support | 138 000 | 101 423 | - | 101 423 | 36 577 |
| VIII. General operating expenses | 587 323 | 237 595 | 54 247 | 291 842 | 295 481 |
| IX. Operational costs | - | - | - | - | - |
| Total | 1 450 323 | 710 388 | 83 805 | 794 193 | 656 130 |

Source: United Nations accounts.

APPENDIX VI

General Fund: Statement of assets and liabilities as at 30 June 1991

(United States dollars)

| | | 1991 | 1990 a/ |
|---|---|---|---|
| **Assets** | | | |
| Cash | | 70 853 | 280 255 |
| Accounts receivable | | 10 325 | 30 736 |
| Deferred charges | | 234 604 | 182 320 |
| Due fro the Special Account for Programme Support Costs (statement V) | | 39 560 | - |
| Total, assets | | 355 342 | 493 311 |
| **Liabilities** | | | |
| Accounts payable | | 11 898 | 123 905 |
| Unliquidated obligations (current year) (statement I) | | 83 805 | 63 999 |
| Unliquidated obligations (prior year) | | 21 042 | 6 295 |
| Due to the United Nations General Fund | 2 640 778 | | 1 894 906 |
| Advance from the United Nations General Fund | 686 000 b/ | | 686 000 |
| Due to the United Nations from the Reserve Account | 1 246 363 | 4 573 141 | 1 116 483 |
| Total, liabilities | | 4 689 886 | 3 891 589 |
| **Reserves and fund balance** | | | |
| General Account | | | |
| Balance available as at 1 January 1991 | | (2 650 732) | (1 626 508) |
| Add: Excess of income over expenditure (deficit) (statement II) | | (437 449) | (363 014) |
| Less: Prior period unpaid pledges | | | (292 273) c/ |
| | | (3 088 181) | (2 281 795) |

/...

| | | 1991 | 1990 a/ |
|---|---|---|---|
| Reserve Account | | | |
| Balance available as at 1 January 1991 | (1 195 794) | | (978 835) |
| Expenditure against the UNITAR Reserve Account (schedule 3.1) | (50 569) | | (137 648) |
| | | (1 246 363) | (1 116 483) |
| Balance available as at 30 June 1991 | | (4 334 544) | (3 398 278) |
| Total, liabilities, reserves and fund balance | | 355 342 | 493 311 |

Source: United Nations accounts.

a/ Comparative figures have been adjusted to conform with current presentation.

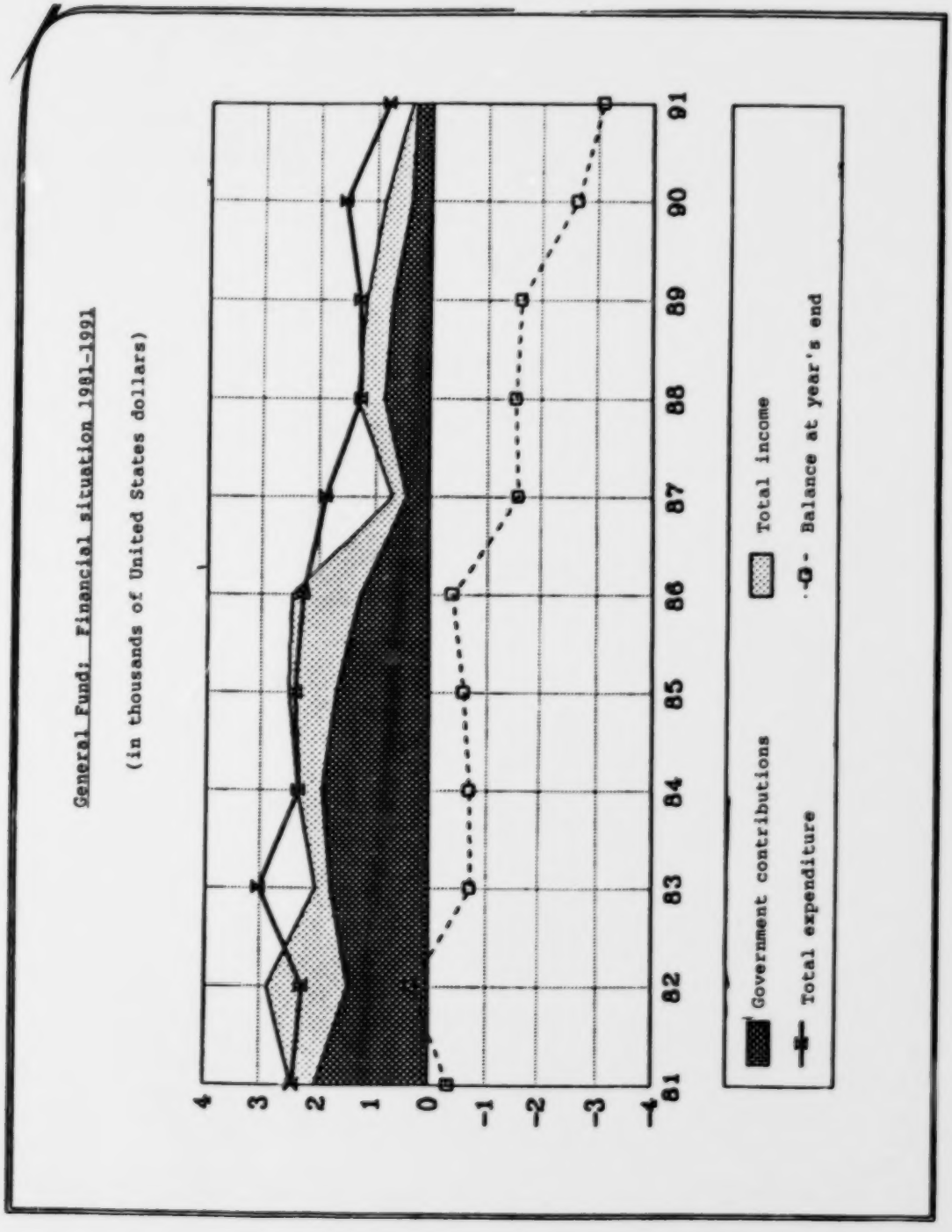
b/ An advance of $886,000 was approved by the General Assembly in its resolution 38/177 of 19 December 1983 to cover the deficit in the Institute's budget for 1983. $200,000 was paid in 1986 and 1987.

c/ In accordance with article VIII, paragraph 3, of the revised statute of UNITAR (A/43/697/Add.1), only paid-in contributions are included in current year income. Balance available as at 1 January 1990 has been adjusted to conform with current presentation. Does not include unpaid pledges.

APPENDIX VII

General Fund: Financial situation 1981-1991

(in thousands of United States dollars)



APPENDIX VIII

## Special Purpose Grants Fund summary of financial position 1981-1991

(in thousands of United States dollars)

| | 1981 | 1982 | 1983 | 1984 | 1985 | 1986 | 1987 | 1988 | 1989 | 1990 | 1991 a/ |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Income** | | | | | | | | | | | |
| Grants | 2 182.7 | 1 182.2 | 572.8 | 1 592.4 | 1 902.0 | 1 853.3 | 1 591.0 | 1 601.6 | 1 904.4 b/ | 3 261.0 | 468.6 |
| Other | 971.2 | 422.5 | 347.3 | 180.8 | 175.6 | 410.9 | 602.7 | 366.1 | 212.5 | 215.5 | 73.7 |
| Total income | 3 153.9 | 1 604.7 | 920.1 | 1 773.2 | 2 077.6 | 2 264.2 | 2 193.7 | 1 967.7 | 2 116.9 | 3 476.5 | 542.3 |
| **Expenditure** | 2 192.6 | 2 363.0 | 2 071.5 | 1 795.6 | 1 991.6 | 2 415.2 | 2 453.5 | 2 287.5 | 2 189.7 | 2 543.5 | 1 396.4 |
| **Excess of income over expenditure** | 961.3 | (758.3) | (1 151.3) | (22.3) | 86.0 | (151.0) | (259.8) | (319.7) | (72.9) | 933.0 | (854.1) |
| **Assets** | | | | | | | | | | | |
| Cash | | | | | | | | | | | |
| convertible | 2 333.1 | 1 700.9 | 186.5 | 786.8 | 931.3 | 1 254.0 | 935.4 | 768.0 | 1 045.1 | 1 737.7 | 1 297.8 |
| non-convertible | 639.2 | 535.9 | 689.2 | 728.4 | 530.7 | 624.0 | 394.8 | 259.5 | 410.3 | 119.2 | 181.5 |
| Accounts receivable | 402.1 | 887.2 | 489.7 | 307.1 | 502.9 | 281.9 | 426.9 | 148.1 | 41.0 | 100.6 | 39.4 |
| Due from United Nations General Fund | 284.3 | - | 520.4 | - | 67.5 | - | - | - | - | - | - |
| Deferred charges | 515.8 | 168.0 | 104.5 | 62.3 | 83.8 | 81.6 | 85.9 | 85.7 | 4.3 | 4.3 | 4.3 |
| | 4 174.5 | 3 292.0 | 1 990.2 | 1 884.5 | 2 116.3 | 2 241.6 | 1 843.0 | 1 261.3 | 1 500.7 | 1 961.8 | 1 523.0 |
| **Liabilities and fund balance** | | | | | | | | | | | |
| Account Payable | 186.3 | 30.2 | 7.1 | 7.1 | 9.3 | 7.9 | 7.1 | 7.1 | - | - | 111.3 |
| Due to United Nations General Fund | - | 183.0 | - | 182.7 | - | 88.2 | 248.4 | 95.8 | 384.7 | 132.7 | 206.1 |
| Other Liabilities | 536.1 | 384.8 | 440.6 | 174.5 | 500.8 | 690.2 | 392.1 | 282.7 | 313.2 | 93.2 | 323.8 |
| End of year fund balance | 3 452.2 | 2 693.9 | 1 542.6 | 1 520.2 | 1 606.2 | 1 455.2 | 1 195.5 | 875.7 | 802.9 | 1 735.9 | 881.8 |
| | 4 174.5 | 3 292.0 | 1 990.2 | 1 884.5 | 2 116.3 | 2 241.6 | 1 843.0 | 1 261.3 | 1 500.7 | 1 961.8 | 1 523.0 |

Source: United Nations accounts.

a/ As at 30 June 1991.

b/ After refunds to donors of $125,190.

## APPENDIX IX

## List of publications 1986-1990

### A. Publications on multilateral and diplomatic international cooperation

1. United Nations Institute for Training and Research, Presidents of the United Nations General Assembly speak out (United Nations publication Sales No. E.86.XV.CR/27).

2. Johan Kaufmann, Conference Diplomacy, vol. I, 1988.

3. Johan Kaufmann, Conference Diplomacy, vol. II, "Effective Negotiation: Case-Studies in Diplomacy", 1989.

4. E. M. Chossudovsky, "East-West" Diplomacy for Environment in the United Nations, 1989.

5. Ludovik Dembiski, The Modern Law of Diplomacy, External Missions of States and International Organizations, 1988.

6. The U.N. System at Geneva - Scope and Practices of Multilateral Diplomacy and Co-operation, 1990.

### B. Publications on the United Nations

1. John Renninger, Can the Common System be Maintained: The Role of the International Civil Service Commission (United Nations publication, Sales No. E.86.XV.PE/10).

2. B. G. Ramcharan, Keeping Faith with the United Nations, published for UNITAR by Martinus Nijhoff Publishers, Netherlands (United Nations publication, Sales No. E.87.III.K.RR/33.

3. John Renninger, "Survey and Analysis of Evaluations of the United Nations Intergovernmental Structure and Functions in the Economic and Social Fields", Informal paper No. 15, 22 July 1987.

4. Ernest B. Haas, The United Nations and Collective Management of International Conflict (United Nations publication, Sales No. E.86.XV.ST/19).

5. United Nations Institute for Training and Research; The United Nations and the Maintenance of International Peace and Security, Martinus Nijhoff Publication, Netherlands (United Nations publication, Sales No. E.87.III.K.ST/20).

6. M. S. Finger, American Ambassadors at the U.N. (History of the United States Mission to the U.N.), 1990.

7. The Future Role of the United Nations in an Interdependent World, 1989.

8. International Administration: Law and Management Practices in International Organizations, 1990.

9. Maurice Bertrand, The Third Generation World Organization, 1989.

10. Sidney Dell, The United Nations and International Business, 1990.

11. C. V. Narasimhan, The United Nations: An Inside View, 1988.

12. United Nations Related Studies in Europe, 1990. a/

13. Shabtai Rosenne and Terry D. Gill, The World Court: What it is and How it Works, 1990.

## C. Publications on peace and security issues

1. Victor Umbricht, Multilateral Mediation: Principles and Practices, 1989.

## D. Publications on economic and social development

1. Gösta Westring, Adquisiciones internacionales de bienes y servicios, published by UNITAR in collaboration with the World Bank and the UNCTAD/GATT International Trade Centre (United Nations publication, Sales No. S.87.XV.Man.3/Rev.1).

2. Ervin Laszlo (ed.), African and Arab Co-operation for Development (UNITAR/RS/11), Tycooly International Publishing, Ltd., Dublin, 1986.

3. Gonzalo Martner, Sergio Bitar, et al., América Latina en el mundo de mañana, Editorial Nueva Sociedad UNITAR/PROFAL, 1987.

4. América Latina Hacia el Año 2000: Opciones y estrategias, Editorial Nueva Sociedad UNITAR/PROFAL, 1987.

5. Ervin Laszlo (ed.), Co-operation in the 1980s: Principles and Prospects (UNITAR/RS/10), Tycooly International Publishing, Ltd., Dublin, 1986.

6. Robert Gorman, Coping with Africa's Refugee Burden: A Time for Solutions, published for UNITAR by Martinus Nijhoff Publishers, Netherlands (United Nations publication, Sales No. E.87.XV.RS/15).

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a/ Under publication.

7. Gonzalo Martner et al., El Desafio Latinoamericano, Potencial a desarrollar, Editorial Nueva Sociedad UNITAR/PROFAL, 1987.

8. Gonzalo Martner et al., Diseños para el cambio, Modelos socioculturales, Editorial Nueva Sociedad UNITAR/PROFAL, 1987.

9. M. Hamalengwa, C. Hinterman, E. V. O. Dankwa (ed.), The International Law of Human Rights in Africa: Basic Documents and Annotated Bibliography, published for UNITAR by Martinus Nijhoff Publishers, Netherlands (United Nations publication, Sales No. E.88.III.K.RS/16).

10. Gösta Westring: Marchés publics internationaux, published by UNITAR in collaboration with the World Bank and the UNCTAD/GATT International Trade Centre (United Nations publication, Sales No. F.86.XV.Man.3/Rev.1).

11. Enzo Faletto, Gonzalo Martner et al., Repensar el futuro, estilos de desarrollo, Editorial Nueva Sociedad UNITAR/PROFAL, 1987.

12. United Nations Institute for Training and Research, Shallow Oil and Gas Resources: Proceedings of the First United Nations Institute for Training and Research International Conference, Gulf Publishing Co., 1986 (UNITAR CR/28).

13. Gonzalo Martner and coll., Venezuela Hacia el Año 2000, Editorial Nueva Sociedad UNITAR/PROFAL, 1987.

14. John O'Manique and Michael Lerner, World Leadership and International Development (UNITAR/RS/14), Tycooly International Publishing, Ltd., Dublin, 1986.

15. Sandro Calvani et al., The Challenge of African Disasters, 1990. a/

16. Gonzalo Martner et al., Chile Hacia el Año 2000, 1988.

17. Mary H. Dickson, Mario Fanelli and Giulio Moreno, Geothermal Country Profiles Africa, Asia and Latin America, 1988.

18. Heavy Crude and Tar Sands: Proceedings of the Third International Conference, 1988.

19. Heavy Crude and Tar Sands: Proceedings of the Fourth International Conference, 1989.

20. Gonzalo Martner et al., La Integración Latinoamericana en la Encrusjiada. a/

21. Photovoltaic Resources: Applications, Utilization and Assessment, Guidebook for Policy Planners, 1990. a/

22. The Role of Economic Integration in the Economic and Social Development of Latin American Countries, 1989.

23. Le rôle du secteur public dans de développement économique et social des pays africains, 1988.

24. Small Geothermal Resources, Special Issue of Geothermics, International Journal of Geothermal Research and its Applications, vol. 17, No. 1 and No. 2/3, 1988.

25. Asher Shadmon, Stone in Brazil, 1989.

## E. Manuals and handbooks

1. UNITAR Directory on European Training Institutions in the Field of Bilateral and Multilateral Diplomacy, Public Administration and Management and Economic and Social Development (United Nations publication, Sales No. E/F.87.III.K.DS/7).

2. B. Sen, A Diplomat's Handbook of International Law and Practice, 1988.

3. Daniel Frei and Diander Ruloff, Diplomats Handbook of Foreign Policy Analysis, 1989.

4. Training of External Debt Managers in Sub-Saharan African Countries, 1988.

## APPENDIX X

### List of training activities from 1 July 1988 to 30 June 1990

#### A. Training for international cooperation and multilateral diplomacy

1. Workshop on the drafting and negotiating of international legal instruments for members of permanent missions to the United Nations (New York, 27 June-2 July 1988).

2. Joint United Nations/UNITAR international law fellowship programme for government legal advisers from developing countries (The Hague, 4 July-12 August 1988, and other locations, 15 August-4 November 1988).

3. Briefing seminar for new delegates to the forty-third session of the General Assembly (New York, 15 and 16 September 1988).

4. Seminar on international economics for non-economists for members of permanent missions to the United Nations (Geneva, 2 October-15 November 1988).

5. Seminar on the setting, issues and techniques of multilateral economic negotiations for members of permanent missions to the United Nations (Geneva, 31 October-4 November 1988).

6. Regional training and refresher course in international law for government legal advisers and university teachers from Latin America and the Caribbean (Brasilia, 21 November-1 December 1988).

7. Workshop on the structure, retrieval and use of United Nations documentation for members of permanent missions to the United Nations (New York, 5-9 December 1988).

8. Study visits to international organizations ILO and UNHCR (19 and 20 December 1988).

9. Training course on the Security Council for government officials from Malaysia (New York, 16-20 January 1989).

10. Introductory course on international economics for members of permanent missions to the United Nations (New York, 18-31 January 1989).

11. Orientation course for national officials from Côte d'Ivoire on development finance through the United Nations system (New York/Washington, 23 January-3 February 1989).

12. Orientation course for new members of permanent missions to the United Nations (New York, 27 February-3 March 1989).

13. Orientation course for new members of permanent missions to the United Nations (Geneva, 20-22 March 1989).

14. International economics for non-economists designed for members of permanent missions to the United Nations (in French) (Geneva, 3-7 April 1989).

15. Joint UNITAR/World Bank seminar on international development issues for senior members of permanent missions to the United Nations (New York/Washington, 10-21 April 1989).

16. Seminar on the structure and functioning of the principal organs of the United Nations for members of permanent missions to the United Nations (Geneva, 25-28 April 1989).

17. Joint UNITAR/IIAP (Institut international d'administration publique) training course on diplomatic practices and international cooperation for junior diplomats from French-speaking developing countries (Paris/Geneva/Brussels, 10 April-27 May 1989).

18. International law programme/International law seminar (Geneva, 12 June-1 July 1989).

19. Joint United Nations/UNITAR international law fellowship programme for government legal advisers from developing countries (The Hague, 3 July-11 August 1989).

20. International economics for non-economists designed for members of permanent missions to the United Nations (in English) (Geneva, 4-8 September 1989).

21. Workshop on the drafting and negotiation of international legal instruments for members of permanent missions to the United Nations (New York, 5-8 September 1989).

22. Briefing for new delegates to the forty-fourth session of the General Assembly (New York, 14 and 15 September 1989).

23. Workshop on the structure, retrieval and use of United Nations documentation (Geneva, 23-25 October 1989).

24. Workshop on international economic negotiations for senior members of permanent missions to the United Nations (Geneva, 30 October-3 November 1989).

25. Training course on practices and procedures of United Nations bodies based in Geneva for members of permanent missions to the United Nations (Geneva, 27 October-1 December 1989).

26. Seminar on international economics for non-economists (Geneva, 6-10 November 1989).

27. Training course on the Security Council for members of the Council (New York, 4-8 December 1989).

28. Workshop on the structure, retrieval and use of United Nations documentation for members of permanent missions to the United Nations (in English) (New York, 11-15 December 1989).

29. Workshop on the structure, retrieval and use of United Nations documentation for members of permanent missions to the United Nations (in French) (New York, 12-16 February 1990).

30. Orientation course for new members of permanent missions to the United Nations (New York, 26 February-2 March 1990).

31. Fundamental concepts in international economics for members of permanent missions to the United Nations (New York, 5-16 March 1990).

32. Joint UNITAR/Economic Development Institute-World Bank seminar on international development issues for senior members of permanent missions to the United Nations (New York, 9-23 March 1990).

33. Study day UNITAR/UNCTAD/Centre d'etudes et de recherche sur le développement international on the analytical basis of the Paris Conference on the Least Developed Countries (Geneva, 23 March 1990).

34. Introduction to international economics for diplomats (Geneva, 7-10 May 1990).

35. Hi-tech symposium on computer-communication systems in the 1990s (New York, 30 and 31 May 1990).

36. Workshop on the structure, retrieval and use of United Nations documentation for members of permanent missions to the United Nations (in English) (New York, 4-8 June 1990).

37. Workshop on the negotiation of international legal instruments for members of permanent missions to the United Nations (New York, 5-8 June 1990).

38. International law seminar (Geneva, 4-22 June 1990).

## B. Training for economic and social development

1. Preparatory phase of the joint UNITAR/UNCTAD training programmes for debt managers of sub-Saharan African countries and other least developed countries (Geneva, September-December 1988).

2. Joint UNITAR/UNEP training courses in geographical information system (GIS) in the field of environment for government officials from developing countries (Geneva/Lausanne, October 1988-April 1989 and February-July 1989).

3. Preparatory phase of the joint UNITAR/UNDRO training programme for disaster relief managers (Geneva and selected countries of sub-Saharan Africa, November-December 1988).

4. Joint UNITAR/UNEP training programme in geographical information system for managers of natural resources and the environment from developing countries (Geneva/Lausanne, 3 January-1 May 1989).

5. Joint UNITAR/UNEP training programme in geographical information system for managers of natural resources and the environment from developing countries (Geneva/Lausanne, 15 February-31 July 1989).

6. Regional pilot programme in geographical information system for managers of natural resources and the environment from the African region (Nairobi, 1 August-30 October 1989).

7. High-level expert meeting on the development of a training programme in the field of disaster preparedness and disaster relief (Geneva, 12-14 September 1989).

8. Environment Protection Council/UNEP/UNITAR workshop on geographical information system (Accra, 27-29 November 1989).

9. Joint UNITAR/UNEP training programme in geographical information system for managers of natural resources and the environment from developing countries (Geneva/Lausanne, 30 October 1989-28 April 1990).

10. National awareness seminar for senior officers on external debt management (Dar-es-Salaam, 14-17 January 1990).

11. National awareness seminar for senior officers on external debt management (Kampala, 17-20 January 1990).

12. Seminar on legal aspects of debt management for lawyers from the member States of the East African Development Bank (Nairobi, 19 February-2 March 1990).

13. Training programme in geographical information system for scientists from the International Centre for Integrated Mountain Development and the Indu-Kuksh region (Bangkok, 30 April-4 August 1990).

14. Training programme in geographical information system for scientists from French-speaking African countries (Nairobi, 4 June-31 August 1990).

## APPENDIX XI

## Research projects 1986-1990

### A. United Nations institutional issues

1. The economic and social history of the United Nations
2. Research on the future of the United Nations (round table, Moscow, 8 and 9 September 1991)
3. International civil service
4. The changing role of the United Nations in the context of the current transformations of the international system
5. Influence of the United Nations Charter on the constitutions of Member States
6. Lessons to be drawn from the United Nations approach to the energy crisis of the 1970s
7. Study on United Nations-related research in European institutions
8. Study on the United Nations system at Geneva
9. Evaluation of the United Nations structure and functions in the economic and social fields
10. Revitalizing the United Nations

### B. Peace and security issues

1. A new approach to arms control and disarmament
2. The United Nations and the maintenance of international peace and security
3. The United Nations and the collective settlement of disputes
4. Prevention of nuclear war

### C. Economic and social issues

1. Research on the future of the main developing regions of the world (seminars and round tables on Argentina, Bolivia, Mexico, Uruguay and Central America between now and the year 2000)

2. Evaluation of United Nations development decades and strategies

3. Problems of African refugees

4. The role of economic integration in economic and social development of Latin American countries (seminar, Moscow, September 1989)

5. Other projects carried out in collaboration with the Academy of Science of the USSR

   (a) Role of the State sector in the social and economic development of African countries

   (b) Socio-economic development experience of Soviet Republics of Central Asia and Kazakhstan

   (c) Study on world industrial restructuring and developing countries of Asia

6. Prospects for promoting peace in the Horn of Africa through development cooperation

7. The United Nations and the struggle to combat poverty

8. North-South development and trade

9. Guide to the interpretation of the International Covenant on Economic, Social and Cultural Rights

10. Progressive development of principles and norms of international law concerning the new international economic order

11. The urban population explosion

12. Regional and interregional cooperation in the 1980s

13. Evaluation of the establishment in Latin America of a demographic data network

14. Fast-growing species of trees for the production of fuelwood in South-East Asia

15. Evaluation of State liability for damage caused by scientific and technical innovations

D. Energy and natural resources issues

1. Fourth International Conference on Heavy Crude and Tar Sands (Edmonton, Canada, 7-12 August 1988)

2. Fifth International Conference on Heavy Crude and Tar Sands (Caracas, Venezuela, August 1991)

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Source: Reports of the Executive Director to the UNITAR Board of Trustees.

APPENDIX XII

General Assembly resolutions concerning the United Nations Institute for Training and Research

| | | |
|---|---|---|
| 1. | Resolution 1827 (XVII) | 18 December 1962 |
| 2. | Resolution 1934 (XVIII) | 11 December 1963 |
| 3. | Resolution 2044 (XX) | 8 December 1965 |
| 4. | Resolution 2187 (XXI) | 13 December 1966 |
| 5. | Resolution 2277 (XXII) | 4 December 1967 |
| 6. | Resolution 2388 (XXIII) | 19 November 1968 |
| 7. | Resolution 2509 (XXIV) | 21 November 1969 |
| 8. | Resolution 2640 (XXV) | 19 November 1970 |
| 9. | Resolution 2767 (XXVI) | 18 November 1971 |
| 10. | Resolution 2950 (XXVII) | 11 December 1972 |
| 11. | Resolution 3064 (XXVIII) | 9 November 1973 |
| 12. | Resolution 3217 (XXIX) | 6 November 1974 |
| 13. | Resolution 3403 (XXX) | 28 November 1975 |
| 14. | Resolution 31/107 | 16 December 1976 |
| 15. | Resolution 32/51 | 8 December 1977 |
| 16. | Resolution 33/20 | 29 November 1978 |
| 17. | Resolution 34/17 | 9 November 1979 |
| 18. | Resolution 35/53 | 5 December 1980 |
| 19. | Resolution 36/75 | 4 December 1981 |
| 20. | Resolution 37/142 | 17 December 1982 |
| 21. | Resolution 38/177 | 19 December 1983 |
| 22. | Resolution 39/178 | 17 December 1984 |

Long-term financing and future role of UNITAR

| | | |
|---|---|---|
| 23. | Resolution 39/177 | 17 December 1984 |
| 24. | Resolution 40/214 | 17 December 1985 |

Long-term financing and future of UNITAR

| | | |
|---|---|---|
| 25. | Resolution 41/172 | 5 December 1986 |

Proposed restructuring of UNITAR

| | | |
|---|---|---|
| 26. | Resolution 42/197 | 11 December 1987 |
| 27. | Resolution 43/201 | 20 December 1988 |
| 28. | Resolution 44/175 | 19 December 1989 |
| 29. | Resolution 45/219 | 19 December 1990 |

APPENDIX XIII

Main documents dealing with the United Nations Institute for Training and Research

A. Reports of the Secretary-General

| Symbol | Date |
|---|---|
| E/3780 | 28 May 1963 |
| E/3924 | 19 June 1964 |
| A/38/220 | |
| A/39/148 | 4 October 1984 |
| A/40/788 | 23 October 1985 |
| A/41/521 | 20 August 1986 |
| A/42/694 | 6 November 1987 |
| A/43/697 | 12 October 1988 |
| A/44/611 | 17 October 1989 |
| A/45/634 | 16 November 1990 |

B. UNITAR reports

Official Records of the General Assembly, Thirty-seventh, Thirty-eighth, Thirty-ninth, Fortieth, Forty-first, Forty-third and Forty-fifth Sessions, Supplement No. 14 (reports of the Executive Director of UNITAR) (A/37/14, A/38/14, A/39/14, A/40/14, A/41/14, A/43/14 and A/45/14).

C. Other documents

1. Joint Inspection Unit, report on UNITAR (JIU/REP/79/18)

2. Joint Inspection Unit, Report on the autonomous research institutes of the United Nations (JIU/REP/87/4), Geneva, 1987

3. Study on UNITAR, "The Future of UNITAR" by Louis Emmerij (UNITAR/EX/R.88), 14 August 1985

4. UNITAR - Twenty-Five Years of Training and Research for the United Nations (United Nations publication, Sales No. E.90.III.K.DS/9)

5. Official Records of the General Assembly, Forty-second, Forty-third, Forty-fourth and Forty-fifth Sessions, Supplement No. 5D, Financial Report and Audited Financial Statements for 1987, 1988, 1989 and 1990 (A/42/5/Add.4, A/43/5/Add.4, A/44/5/Add.4 and A/45/5/Add.4)

6. Notes by the Secretary-General transmitting the summary of the principal findings and conclusions for remedial action of the Board of Auditors contained in its reports (A/44/356 and A/46/298)

7. Note by the Secretary-General concerning the implementation of the recommendations of the Board of Auditors (A/44/544)

8. Note by the Executive Director transmitting the report of the Advisory Committee on Administrative and Budgetary Questions (UNITAR/EX/R.134/Add.1), 1 March 1989

9. Proposed programme and budget of the Institute for 1990: report of the Advisory Committee on Administrative and Budgetary Questions (UNITAR/EX/R.146)

10. Comments of the Advisory Committee on Administrative and Budgetary Questions concerning programme and budgetary estimates of the Institute for 1991 (UNITAR/EX/R.163), 8 May 1991

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